



**Consultative Group on International
Agricultural Research**

CGIAR SYSTEM OFFICE

INTEGRATED OPERATING PLAN 2005

MARCH 2005

The System Office

The System Office helps to capture wider system opportunities by identifying and pursuing opportunities to increase effectiveness, reduce costs, and enhance the funding of the System as a whole.

The 2005 Integrated Operating Plan (IOP) of the System Office

Executive Summary

The third Integrated Operating Plan (IOP) of the CGIAR System Office (SO) reflects strengthened interlacing of service provision by units, and an increased demand for services particularly in the area of Human Resources (HR), auditing and risk assessment (see section 2). Currently the System Office has eight units. The total budget of the SO for 2005 is estimated at US\$ 8.78 million.

1. Introduction

This is the third Integrated Operating Plan (IOP) of the System Office (SO). It is an element of the Integrated Business Plan (IBP), which consists of two parts, the *Business Case*, and the *Integrated Operating Plan*. The Business Case describes the framework of the SO and the IOP is an annual reporting and planning document that provides a single and coherent view of the System Office and the work of its units.

The SO comprises eight separate units (see Box 1).

Box 1: The System Office Units

1. Central Advisory Service - Intellectual Property (CAS-IP)
2. CGIAR Secretariat
3. Chief Information Officer (CIO)
4. Future Harvest Alliance Office (FHAO)
5. Gender and Diversity Program (G&D)
6. Internal Audit Unit (IAU)
7. Science Council Secretariat
8. Strategic Advisory Service for Human Resource (SAS-HR)

Annex 3 includes summary work plans of the individual SO units. Full business plans are available from the units directly.

2. Client expansion of System Office service in 2005

Two SO units – IAU and SAS-HR - operate on a “subscription” basis. In other words, the service provided is demand driven and Centers decide whether to participate. Service requests for IAU and SAS-HR have increased rapidly since these units were established.

Internal Auditing Unit: Number of participating Centers reach 13

The CGIAR Internal Auditing Unit (IAU) was established in 2000 as a pilot involving three CGIAR Centers (IPGRI, IRRI, WorldFish) and the CGIAR Secretariat, which

comprised the original CGIAR Internal Audit Consortium, but its client base and demands for service have expanded in each year of its existence, most rapidly in 2003-2004. In 2003, CIMMYT and CIAT and in 2004, ICRAF, ILRI and WARDA joined the consortium. As of FY 2005 CIP, IFPRI and ICARDA decided to join the consortium. Consequently, in 2005, the IAU will provide internal auditing services to 13 Centers as well as to the CGIAR Secretariat, in proportion to the budget contributions made by the consortium members. To meet the increasing demand for internal audit service the IAU intends to hire a second Associate Director, who will particularly service Centers and Programs based in the Americas.

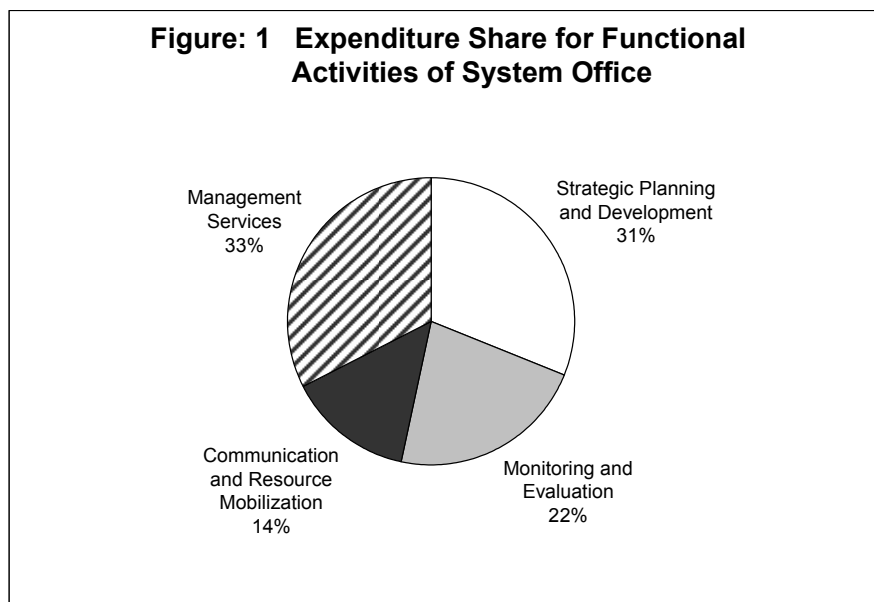
SAS-HR: Two new client Centers

The SAS-HR initially started its operations in December 2003, servicing five client Centers (CIMMYT, CIAT, WorldFish, IWMI and IPGRI) and the CGIAR Secretariat. During the past year a number of center-specific and inter-center programs have been initiated and developed, including a strategic staffing project, a first level leadership program, a performance management program and PeoplePower (a shared online HR database and workspace).

As of 2005, two Centers – IFPRI and the WorldAgroforestry Center- will be joining the client group. Initially a diagnostic study for the three Centers will be conducted, as the basis for designing further collaboration.

3. Functional Categories and Service Offerings of the System Office

The Business Case defined four functional categories for the System Office: (1) Strategic Planning and Development (2) Monitoring and Evaluation (3) Communication and Resource Mobilization (earlier named Public Awareness and Resource Mobilization) (4) Management Services.



In terms of expenditure, figure 1 shows the summary of units' efforts in the four functional areas.

Below the highlights in each functional category are described.

3.1 Strategic Planning and Development – Highlights in 2005

Activities in this functional area will focus on (i) System Priorities, (ii) Reform Program (iii) Organizational Health, (iv) Partnerships, and (v) Representing the CGIAR at external fora.

With the new Science Council fully operational, the SC Secretariat will help to prepare and implement key business decisions of the SC. In 2005, the establishment of new system priorities and the development and implementation of a strategy for mobilizing science will be key business areas that the SC Secretariat will be supporting.

Furthermore, it is expected that the Task Forces on Programmatic and Structural/ Organizational Alignment in Sub-Sahara Africa, which are backstopped by the CGIAR Secretariat, will complete its report and next steps towards implementation will be initiated in keeping with decisions that will be taken at AGM'05.

In 2005, a number of partnership activities are planned with the private sector. This includes, for instance, the initiation of a Staff & Knowledge Exchange Program. Through collaboration with the CGIAR Private Sector Committee (PSC), the CGIAR Secretariat and FHAO will facilitate the implementation of exchange projects between the private sector and Centers.

Table 1 CGIAR System Office Service Offerings – SP&D Highlights 2005

<i>Unit</i>	<i>Strategic Planning and Development (SP&D)</i>
SC Sec	Planning System level priorities and strategies and conducting perspective studies on System priorities
SC Sec	Implementation of the mobilizing science strategy
CGIAR Sec	Support the Task Forces on Programmatic and Structural/ Organizational Alignment in Sub-Sahara Africa
CGIAR Sec	Support ExCo & AGM with substantive meeting documents & follow-up action
CGIAR Sec/ FHAO	Strengthen relationships with private sector
SO	Identify, define and communicate best practice to Centers (CIO, CAS-IP, IAU, SAS-HR, G&D)

CIO, IAU, G&D, SAS-HR and CAS-IP will help to identify, define and communicate best practices to Centers in various business areas, e.g. ICT System Development and Security, Human Resources Management, “inclusive” workspace, and IP management.

A complete list of service offerings within this function can be seen in table 1a in annex 1.

3.2 Monitoring and Evaluation – Highlights in 2005

Major activities in this functional area will be directed to (1) improving M&E processes (2) supporting M&E of Centers/Programs, (3) developing M&E Capacity, and (4) supporting Impact Assessment

In 2005, some M&E instruments within the CGIAR will be reformed, strengthened and adjusted to be more compatible with each other. This relates to the EPMR, CCER and Medium-Term Planning (MTP) process. The SC Secretariat and the CGIAR Secretariat will be facilitating this change process.

In addition, the basic design of the CGIAR Performance Measurement System was completed and it will be piloted in 2005. The CGIAR Secretariat and the SC Secretariat will be facilitating the collection of the pilot data and the further enhancement of the System during 2005.

Table 2 CGIAR System Office Service Offerings – M&E Highlights 2005

<i>Unit</i>	<i>Monitoring and Evaluation (M&E)</i>
SC Sec/CG Sec	Installation and implementation of new M&E processes
CG Sec/SC Sec	Support the development and implementation of a Performance Measurement System for the CGIAR
SC Sec	Planning and organizing evaluation of the CGIAR research agenda
IAU with CIO, SAS-HR, CG Sec, CAS-IP	Support to Centers in developing risk management systems

Table 1b in annex 1 shows a complete list of service offerings for this SO function.

3.3 Communication and Resource Mobilization – Highlights 2005

The objectives of this functional thrust are (1) to strengthen internal systems and capacity among RM and Communications practitioners across the CGIAR; (2) to strengthen support from and relationships with current member countries and cosponsors; (3) to strengthen alliances with civil society organizations and NARS which share the CGIAR's mission; and (4) to explore opportunities with non-traditional investors (i.e. outside CG membership)

The CGIAR Secretariat (in conjunction with the CGIAR Marketing Group) will continue to conduct targeted campaigns to promote the work of CGIAR Centers and Challenge Programs among key decision makers in investor countries and to Cosponsors. This also includes membership briefings and efforts to further expand the CGIAR membership.

Moreover, this functional thrust intends to further harmonize communications features and identity signage of the CGIAR and its constituencies, including the communication

of the Science Council and Centers. The SC Secretariat, FHAO and the CGIAR Secretariat will be collaborating in this effort.

Table 3 CGIAR System Office Service Offerings – C&RM Highlights 2005

<i>Unit</i>	<i>Communication and Resource Mobilization (C&RM)</i>
CGIAR Sec	Conduct targeted campaigns to promote the CGIAR Centers and Challenge Programs to key decision makers in investor countries and to Cosponsors (in collaboration with the MG)
CGIAR Sec	Member support and development
CGIAR Sec	Further develop opportunities to strengthen relations with CSOs
FHAO / CG Sec	Improve communication of CGIAR Centers and CGIAR news via relevant websites and, where appropriate, the press (in collaboration with MG)
SC Sec/ CGIAR Sec	Support the communication of CGIAR Science Council work and CGIAR Impact

Table 1c in annex 1 shows a complete list of service offerings for this SO function.

3.4 Management Services – Highlights 2005

Services offered within this SO functional category relate to (1) organization of events and meetings; (2) development and maintenance of management related data and knowledge; (3) organizational development and capacity building of staff; (4) development of management policy, guidelines and manuals (5) implementation and operational support to the CGIAR, SC and Centers (6) governance and management/legal advice.

Last year G&D undertook a comprehensive exercise to help Centers set their 3-5-7 year goals for gender and diversity. In 2005, G&D will provide support to Centers in achieving those goals. The CIO will continue to oversee the implementation of the ICT-KM investment plan and draw lessons learned to be considered for a next phase. The remodeled CGIAR contact database was launched in January 2005. It provides a new mechanism whereby users may nominate individuals to serve on Center Boards, external review panels, and in other capacities. This builds a vehicle for the new CGIAR Board nomination process, which began early this year and will be managed by the CGIAR Secretariat. The organization of major CGIAR meetings such as AGM, ExCo and SC meetings continue to be key services provided by the System Office.

Table 4 CGIAR System Office Service Offerings – MS Highlights 2005

<i>Unit</i>	<i>Management Services (MS)</i>
CG Sec	Organize & manage the Annual General Meeting (AGM) & ExCo meetings
SC Sec	Organizing Science Council meetings, including document preparation

CIO	Support implementation of projects under 2004 ICT-KM investment plan and prepare lessons learned
IAU	Lead CGIAR Internal Audit network
G&D	Support centers' G&D goal achievement
CAS-IP	Assist centers with IP policy and implementation (IP tools)
CG Sec	Maintain CGIAR, candidate and contact databases (open access through the web)
CG Sec	Implement new CG nominee process

Table 1d in annex 1 shows a complete list of service offerings for this SO function.

4. System Office Collaborative Highlights

The System Office strives to continuously improve the effectiveness of unit services. This can be achieved by taking advantage of service synergies, and an intensified collaboration and service integration across SO units. The SO is actively strengthening cross unit collaboration. The following initiatives illustrate three collaborative highlights of the System Office for 2005.

4.1 Support to Centers in developing risk management systems – IAU with CIO and SAS-HR.

System Office units, led by the Internal Auditing Unit, are providing support to Centers in developing and implementing more formal and systematic risk management processes to enhance management and Board oversight. The IAU has developed a framework based on international good practice, which will be refined as Centers gain experience with its implementation. The IAU is facilitating implementation in the Centers through various methods such as presentations, workshops, reviews of Center-prepared risk analyses, advice on risk assessment data collection and management methods, audits focusing on risk management, and the development of risk inventories which Centers can use begin analysis in particular areas of Center operations. These activities are being carried out collaboratively with Center staff and with other System Office units such as CIO, CAS-IP, SAS-HR and G&D which have risk management expertise in their professional areas. SO Unit Heads may also participate in Center risk management committees or task forces to provide inputs on particular areas of risk.

4.2 Support the communication of Science Council work and CGIAR Impact – SC Secretariat and CGIAR Secretariat

In 2005, communicating science and the work of the Science Council will be a key collaborative activity. In collaboration with the SC Secretariat, the CG Secretariat will support implementation of the Science Council's communication strategy, produce two Science Briefs - short accessible summaries of SC publications for a broader audience - and assist in developing identity signage for the SC Secretariat. Most importantly communications collaboration will maximize opportunities to highlight the strength of

science across the System and integrate the Science Council's impact analysis within CGIAR communications and activities.

4.3 First Level Leadership Development Program (FLDP) – SAS-HR with G&D and CGIAR Secretariat in collaboration with Centers

With the establishment of SAS-HR at the end of 2003, first level leadership development has been identified as a critical initiative by the SAS-HR participating Centers and the CGIAR Secretariat. The development and implementation of the program is led by SAS-HR and IWMI, the lead Center in this initiative. Piloting started end of 2004 and it is planned to roll out at least 6 sessions, hosted by various participating Centers, in 2005.

The program intends to address critical human resources development needs and build competencies required for the future. The objectives of the program are: (1) to systematically build the leadership and management competencies on a long-term basis; (2) facilitate professional updating and career development; (3) create a common understanding of the values, expectations and processes needed for excellence and team work. Individual course modules will be developed based on priorities and in partnership with other SO units, i.e. G&D, CIO/ICT-KM, IAU, and CAS-IP.

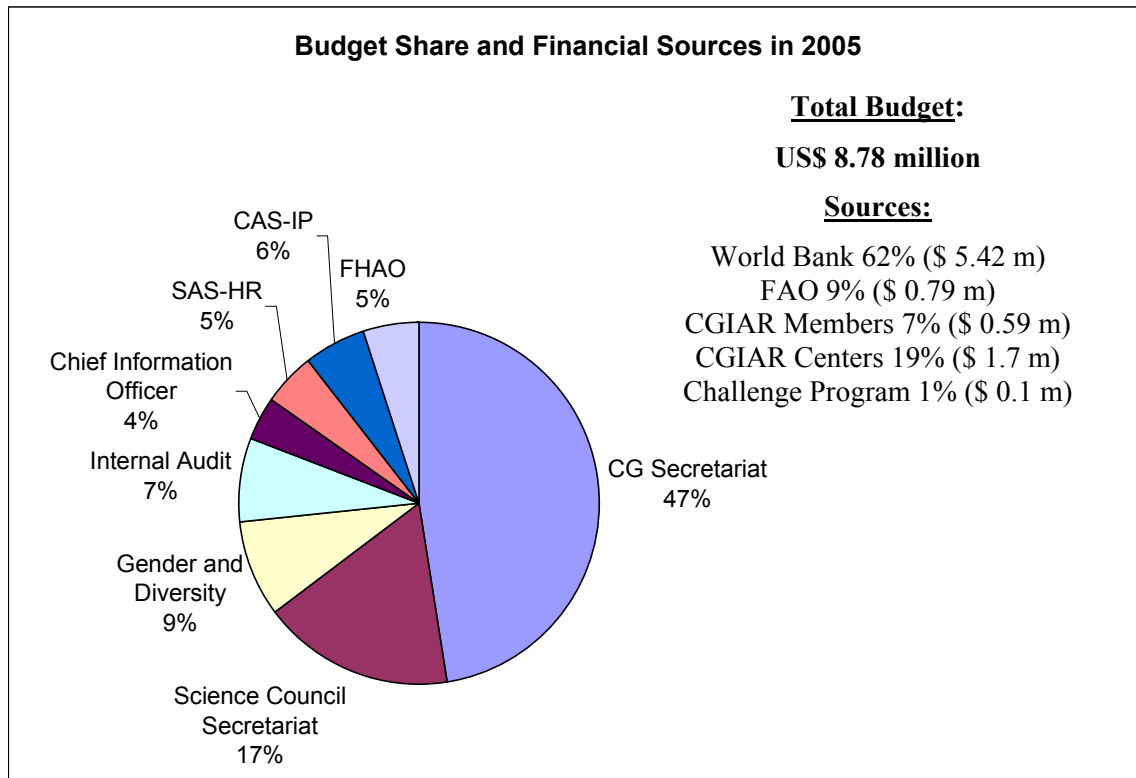
The expected result of this initiative is a step wise change towards strengthening the leadership performance of the first and middle level managers in the participating Centers.

5. Resource Summary

The System Office overall budget is US\$ 8.78 million. The sources of revenue for the SO are varied. The illustration below shows graphically the budget shares for the units and the funding sources overall.

The Centers themselves contribute to the System Office units in several ways. One Center allocation process is through an assessment, managed through the CDC, where all Centers provide funding according to a formula based on the Centers' size/funding. Another is a direct purchase of services, according to the level of service desired – for example in the case of Internal Audit and SAS-HR, only some Centers and the CGIAR Secretariat are direct partners, and pay on a joint venture basis, as a voluntary management action. CAS-IP receives additional funding from the Challenge Programs.

Figure 2: System Office Unit Budgets Shares and Financial Sources in 2005



6. Performance Measurement

The individual units participate in the staff appraisal system of their host institution or one established by their governing board (please see summaries of individual work plans for more details – annex 3). For all unit heads a periodic 360 degree feedback evaluation exercise is used as an additional input into their annual appraisal. Some units are also subject to external reviews – e.g. in 2004 the IAU was subject to an external peer review as required under international internal auditing standards.

Moreover, units follow a harmonized performance measurement format for the System Office. This comprises an activity-based budgeting and reporting process and the measurement of outputs against annually set targets.

7. Fourth System Office Workshop

A fourth SO workshop is intended to be held in 2005. The meeting will comprise: one day meeting of all SO unit heads to share, review and discuss work plans for the upcoming calendar year, including new opportunities for collaborative activities, and half-day meeting of all unit heads with the SO Steering Committee to discuss major decision items and to reach conclusion with the group. The workshop is scheduled for October, 2005.

Strategic Planning and Development

Service Cluster	Unit(s)	Service Offering in 2005	Input in '000 US\$	Outputs to be achieved in CY 04
System Priorities	SC Sec	Standing Panel on Priorities and Strategies (SPPS) Chair and members	50	Facilitate planning, organizing and conduct of SPPS studies; prepare briefings and documentation for SPPS meetings; draft minutes of SPPS meetings and SPPS reports
	SC Sec	Planning System level priorities and strategies	90	Planning System level priorities & strategies facilitated, and report disseminated
	SC Sec	Conducting perspective studies on System priorities	40	Perspective studies on IP, food safety, Animal and fish genetic resources, and a feasibility study of poverty mapping for priority setting facilitated, and reports disseminated
	SC Sec	SC Chair's leadership of the SC	66	Briefing and follow-up notes and correspondence, SC meetings
	SC Sec	Preparation of the annual report on global agricultural research	45	Preparation of the annual report facilitated
	CG Sec	Support ExCo & AGM with substantive meeting documents, & follow-up action	326	Meeting documents available on the web 2 weeks (ExCo) or 4 weeks (AGM) before scheduled meeting; Records available within 8 weeks after meeting
	CG Sec	Support the CGIAR Chairman's leadership of the CGIAR	50	Briefing notes; CGIAR meetings and other events
	CG Sec	Monitor & report on trends affecting CGIAR in international development (with special consideration to changes in the ODA environment)	44	Briefings for CGIAR Senior Management on donor policies/trends
	CG Sec/ FHAO	Support strategic agenda setting for CGIAR meetings	44	Meeting agendas
	CG Sec	Prepare CGIAR annual financing plan	75	Financing plan 2006
	CG Sec/ SC Sec/CIO/FHAO	Update and expand CGIAR project portfolio	CG Sec: 63	Project portfolio database
			FHAO: 6	
			Sc Sec: 9	Contribution to establishing an online MTP logframe reporting system within the database
			CIO: 2.2	
	SC Sec / CG Sec	Support consideration of CGIAR priorities and subsequent implementation	44	Priorities and implementation plan agreed by the CGIAR
Reform Program	CG Sec/SC Sec	Support the Task Forces on Programmatic and Structural/ Organizational Alignment in Sub-Sahara Africa	113	Report to ExCo
			13	SC Sec: Assistance of SC in the Africa Task Force
	CG Sec	Support the review of Center governance (with CBC)	44	review report
	CG Sec	Continuous facilitation of CP process	44	Fully supported implementation of pilot and regular CPs, summary reports for ExCo/CGIAR
	CG Sec	Support interested donor group in discussing/developing mechanism for the allocation of unrestricted funds within system priorities (Initiative led by Denmark)	44	Report to ExCo
	CG Sec	Conduct total compensation study	44	Full compensation study completed
Organizational Health	IAU	Develop audit standards within the CGIAR system	21	Complete review of Center Audit Committee and internal audit charters; complete update of IAU manual; disseminate proceedings of 2005 RIAS05 RIAS (INT'L ORG IAs) Meeting; Complete implementation of 2004 IAU QAR RECS; Review IA arrangement in Non-Consortium Centers
	SAS-HR/CG-Sec/G&D	Pilot new management development and leadership training	SAS-HR: 15	Pilot course - Six First Level Leadership Course Programs scheduled for 2005, including one Train the Trainer Program to institutionalize capacity. These to be held a IWMI-Colombo; CIAT- Cali; IPGRI-Rome; CIMMYT-Mexico; South Africa and one to be decided. One Senior Leadership Program scheduled at IWMI-Colombo and a follow-up program at WFish-Penang.
			CG Sec: 38	

	G&D	Staffing: Improve attraction, promotion and retention of diverse staff	138	(a) update diversity positive recruitment resources; (b) expand spouse/partner employment resources; (c) collaborate with SAS-HR to integrate G&D into new staff development programs; (d) women's leadership course (ICARDA); and (e) pilot advanced women's leadership course (ICRAF and CIMMYT).
	G&D	Systems: Upgrade policies and practices for inclusive workplace	173	(a) collaborate with SAS-HR to integrate G&D into HR reforms; (b) produce comprehensive 'inclusive workplace' policy and practice models; © strengthen system of 100 G&D Associates, incl. training workshop at CIFOR; and (d) cost-share relevant training for 2 HR staff.
	G&D	Integration: Strengthen G&D collaborations with scientists, programs, CGIAR	83	(a) mentoring program follow up and expansion to 250 participants; (b) deliver online course for high performance for one global research team; © expand 'everyday methods for working with diversity'; (d) produce 2 diversity case studies; and (e) seek to establish women scientists fellowships.
	CIO	Develop System-wide ICT-KM investment plan for 2005	78	a sound ICT-KM investment plan for 2005
	SO	Identify, define and communicate best practice to Centers (CIO, CAS-IP, IAU, SAS-HR)	9	CIO- 4 sets of good practice documents on a range of ICT-KM processes / procedures available to all centers
			78	IAU: 6 Good Practice Notes - some jointly developed with other SO units ; 1 ILAC Paper on international Audit and Risk Assessment as basis for institutional Learning and Change
			15	CAS-IP: Publish 2 "IP Practice Notes" to raise awareness and practice of IP Management; Improved Intellectual Asset Identification and Product Development and Deployment tools
	CAS-IP	Support the development of a coherent system-wide implementation of IP Policy	14	Participation in system-wide venues such as CPs, GRPC, SGRP
	CAS-IP	Support strategic IP Management	10	Preparation of a foresight document on a topic regarding an arising IP Management issue of importance to the Centers
	SAS-HR	Develop strategic approach to Center staffing	20	Develop the frame work and implement as pilot in CIMMYT
	SAS-HR	Competency based approach to HR-function	15	Organize a workshop of HR practitioners to develop a Competency Model and Performance Development plans. Buy back time from at least two Human Resources Managers to work on SASHR projects to deal with the expansion. Fifty percent of IWMI's Human Resources Manager, Sharat Kumar's time committed in 2005.
	SAS-HR	Support Centers in Staff Performance Management	35	Continue the process of developing a system for Performance Management to link Individual objectives right up to the Performance Indicators set at the CG System level.
	SAS-HR	Integrating New CG centers into the program	15	Diagnostic visits to ICRAF and IFPRI . Identify priorities and integrate into SAS HR initiatives
	SAS-HR	Help Centers in introducing a "One staff approach"	15	Support CIMMYT to move to one Staff Approach
	SASH-HR	Specific support to strategic HR management of Centers	105	CIAT: Business Process Re Engineering, HR Team building; One Staff, CIMMYT: Strategic staffing and HR policy development; IPGRI: Change Management, Job Grading and Competency re-design; IWMI: Project and Performance Management; WorldFish: Organizational Transformation initiatives. IFPRI and ICRAF: to be decided
Partnerships	CG Sec	Back-stop co-sponsor Group, GRPC, PSC	44	Meeting documents available 1 weeks before scheduled meeting; Records available within 4 weeks after meeting
	CG Sec/FHAO	Strengthen relationships with private sector	CGIAR Sec: 44	Staff & Knowledge Exchange Program launched, documented participation/contribution of private sector to CPs, delivery systems initiative prepared. First CG-PS meeting held

			FHAO: 23	
	CG Sec	Strengthen CGIAR relationship with CSOs which share the CGIAR mission	63	Improved mechanism for CSO linkages
	SC Sec	Standing Panel on Mobilizing Science (SPMS) Chair and members	50	Facilitate planning and conduct of SPMS meetings; draft minutes of SPMS meetings and SPMS reports
	SC Sec	Implementation of the mobilizing science strategy	45	Preparation of mobilizing science task force and strategy facilitated
	SC Sec	Mobilization of global scientific partnerships	38	Preparation of a strategy for the mobilization of the global scientific partnership facilitated
	FHAO	Support the CDC and CBC in formation of the Alliance of Future Harvest Centers	134	Finalization of an Alliance Charter; negotiations to obtain a physical location for the new Office
	CAS-IP	IP Management Strategy to support of internal and external partnerships	21	In conjunction with IP-Strategy Group and CP's, preparation of a strategy document; follow-up on requests for workshops/materials/reviews
CGIAR representation at external fora	CG Sec	Represent CGIAR externally	75	List of major dialogue with external stakeholders
	CG Sec	Represent CGIAR within the World Bank	56	DGF submission; Dialogue with CODE; ESSD Management and Rural Sector Board meetings; ESSD Week; other
	CAS-IP	Represent the CGIAR Centers as requested	2	List of participation

Monitoring and Evaluation

Service Cluster	Unit(s)	Service Offering in 2004	Input in '000 US\$	Outputs to be achieved in CY 04
Improve M&E processes	SC Sec/CG Sec	Installation and implementation of new M&E processes	40	SC Sec: Assistance to SC in development of new TOR for EPMR and Guidelines for CCER; Facilitation of transition into new Centre M&E System
			30	CG Sec: modified guidelines for EPMR process
	CG Sec/SC Sec	Support the development and implementation of a Performance Measurement System for the CGIAR	224	Pilot PM system implemented, Data collection and analysis system for Center performance data in place
			32	SC Sec: Input to SC work to develop performance measurement indicators and reporting guidelines for programmatic indicators
	SC Sec	Planning and organizing evaluation of the CGIAR research agenda	80	Input to SC's work on preparing MTP assessment framework and guidelines, appointment of consultant, preparation and dissemination of final documents
Support M&E of Centers/Programs	SC Sec	Support to Standing Panel on Monitoring and Evaluation (SPME) Chair and Members	50	Prepare documentation for SPME meetings; facilitate SPME communication and information sharing; Prepare minutes of SPME meetings and sections to SC reports to AGM
	SC Sec	Organizing and implementing SC-commissioned external evaluation of Centres	149	IFPRI and CIMMYT EPMRs: Assist EPMR Panel during Main Phase, assist SC in commentary preparation, printing and dissemination of report; CIFOR, ICRAF, WorldFish EPMRs: Assist SC in Panel selection, appointment and briefing; support Panel during Initial phase
	SC Sec	Organizing and implementing SC-commissioned external evaluations of SWP	35	Support the panel, preparation and dissemination of the report for the external review of the ASB SWP
	SC Sec	Monitoring and evaluation of CPs	35	Assistance to SC on review of CP workplans, preparation of guidelines for CP MTPs and assessment of the CP process
	CG Sec	Facilitate & backstop management component of center external reviews	224	IFPRI and CIMMYT EPMR report; preparation for CIFOR, ICRAF and WorldFish EPMR completed
	CG Sec	Support / Monitor compliance to CGIAR financial guidelines (with Centers)	112	CGIAR financial report
	CIO	Evaluate impact of KM practices applications	8	Lessons from the program activities learned and communicated throughout the year.
	CIO	Organize and implement reviews of ICT-KM investment impact	9	One review of the investment impact at the end of year
	IAU	Undertake CGIAR system-wide audit and advisory services	106	Completed assignments as agreed with the CGIAR Secretariat, incl. input into SAS-HR First Level Leadership training course, CGIAR Procurement review, GPG1 Genebank upgrade mid term review participation, advisory support to ICT-KM Program projects
	IAU	Undertake scheduled Center internal audits, advisory services, and progress reviews	306	Completed annual work programs for each Center participating in the CGIAR internal audit consortium
	IAU with CIO, SAS-HR, CG Sec, CAS-IP	Support to Centers in developing risk management systems	109	IAU: Adoption by Centers of Center risk management frameworks in all consortium Centers and first Center-wide risk assessment completed by Centers with IAU support and inputs from other SO units
			7	CIO: Support centers in developing risk management systems
			10	SAS-HR: Human Resource Management Good Practice Note

Annex 1

Table 1b

			7	CAS-IP: IP risk-management guidelines
	SAS-HR/IAU	Develop an e-learning package with IAU	10	e-learning package completed
	G&D	Develop M&E framework for G&D's new strategy 2005-2008	11	Methodology and process for monitoring G&D results in new phase.
	CAS-IP	Review of current IP Management Practice, based on survey of Centers	15	Survey Report (Commissioned by the GRPC and SC)
Develop M&E Capacity	CIO/ IAU/ CAS-IP	Support and advice to Centers on the implementation and monitoring the GPGA Rehabilitation Initiative	7	CIO: Support and advice Centers on the implementation and monitoring the GPGA Rehabilitation Initiative
			21	IAU: Completed reviews in selected Centers per Medium Term audit Plan (joint review with CIO and CAS)
			5	CAS-IP: Reports and recommendations of GPG projects
	CIO	Support centers to set center-level ICT-KM strategies in line with system-wide strategy	17	Support centers in setting center-level ICT-KM strategies.
	G&D	Support Centers' annual monitoring of G&D goals	10	Development of tool for annual monitoring of each center's G&D goals
	CAS-IP	Support/Monitor Center IP Management Capacity	40	Reports of visits to CGIAR Centers for consultations
Support Impact Assessment	SC Sec	Organization and implementing SC-commissioned System-level impact assessments	94	Facilitate selection and hiring of SPIA study consultants/panels; briefings and correspondence with panels and CGIAR centres involved; technical and logistic backstopping; publication of completed reports; oversight to the studies
	SC Sec	Standing Panel on Impact Assessment (SPIA) Chair and Members	50	Facilitate planning, organizing and conduct of SPIA studies; prepare briefings and documentation for SPIA meetings; draft minutes of SPIA meetings and SPIA Reports to the SC and AGM
	SC Sec	Strengthening capacity of Centres to assess impacts on poverty	19	Facilitate interactions between SPIA members and case study leaders for the NRM research impact assessment studies; planning SPIA Workshop for May/June to report cases.
	SC Sec	Developing a 'CGIAR Impacts' information web-page in collaboration with CGIAR Centres	23	Upgrade site content and design; develop short "Briefs" of key system-level and centre impact assessments; update the ex-post IA bibliography and screen new submissions; encourage Centre submissions
	G&D	Conduct impact study of women's leadership series	54	Document costs and benefits of 10 years of women's leadership courses, for individual women, network of women, and the centers and CGIAR.
	FHAO	Develop a draft assessment, for CDC clearance, of the first 2 years of the WB funded SW-EPs	2	Assessment accepted by the WB

Communication and Resource Mobilization

Subgoals	Unit(s)	Service Offering in 2004	Input in '000 US\$	Outputs to be achieved in CY 04
To strengthen internal systems and capacity among RM and Communications practitioners across the CGIAR	CG Sec	Exchange investor trends and information with Centers including sharing RM&C databases, tools, impact information	48	Reglar briefings on investor trends, information on contacts, membership and institutional partnerships available
	CG Sec	Exchange best practice, information and experience and provide professional development opportunities for center communications staff, related to traditional donors	48	2 professional development workshops supported, 1 workshop on best practice facilitated
	SC Sec/ CGIAR Sec	Support the communication of CGIAR Science Council work and CGIAR Impact	11	CG Sec: General Comms Team support for SC. SC signage & identity developed & produced. 2 SC Briefs produced, SPIA website linked to CG website, impact information integrated in all communications
	FHAO	Strengthen collective identity of Centers	36	Based on an evolution of the existing indenties, create a clear graphic and written identity for the Alliance of Future harvest Centers of the CGIAR and for the FHAO. The identity to clearly show positioning in the CGIAR.
	SO	Communicate SO activities by using existing mechanisms	5	Articles in CG news, SO annual report , SO presence at AGM, website coverage
To strengthen support from and relationships with current member countries and cosponsors	CG Sec	Conduct targeted campaigns to promote the CGIAR Centers and Challenge Programs to key decision makers in investor countries and to Cosponsors (in collaboration with the MG)	202	3 Effective Activities/Campaigns conducted in conjunction with the MG; including Robert McNamara Seminar Tokyo
	CG Sec	Coordinate & facilitate CG representation and contribution at key international events/conferences (in collaboration with MG)	74	CG representation at 3 international events, including European Forum Switzerland
	CG Sec	Conduct AGM to maximize stronger relationships and support for the CGIAR	212	AGM, Exhibition, Science Forum, Farmer's Dialogue, AGM Media Program
	CG Sec	Produce CGIAR System Annual Report (with Centers)	64	CGIAR Annual Report 2005
	CG Sec	Produce targeted, relevant materials that meet investor perceived needs – including brochures, booklets and video	202	6 corporate brochures updated and translated, 4 editions CG News and eNews produced and distributed on time; 3 partnership booklets produced and distributed in conjunction with campaigns, Hands On video production complete
	CG Sec	Media relations - produce positive opportunistic media coverage in investor and host countries	53	1 Media and message training course delivered
	CG Sec	Member support and development	53	CGIAR member visits; briefings; new members; profiles updated, new members briefing at AGM 05
	CG Sec	Explore and take advantage of new opportunities and mechanisms for RM	16	alternate/new sources of funding
	G&D	Represent G&D in CG events and other conferences	41	AGM 05
	CIO	Represent ICT-KM program in CG events and other conferences	35	AGM, SO meeting, 3 conferences
	CIO	Produce promotional materials including annual report, brochures, e-news	16	Monthly e-news, AGM annual report, program brochure produced and distributed on time

Annex 1
Table 1c

	CAS-IP	Provide informational articles on CGIAR-IP issues	35	2 News articles published; Revise CAS Website, Reinstate publication of CAS Newsletter
	FHAO	Write articles for CGIAR news and other publications on CDC activities/outputs	6	two articles written in CGIAR news or similar venue
To strengthen alliances with civil society organizations and NARS which share the CGIAR's mission	CG Sec	Further develop opportunities to strengthen relations with CSOs	74	1 effective joint CSO event held, CSO dialogue expanded
To explore opportunities with non-traditional investors (= outside CG membership)	FHAO, CG Sec	Improve communication of CGIAR Centers and CGIAR news via relevant websites and, where appropriate, the press (in collaboration with MG)	30	work with the Centers and Secretariat, including via the MG, to upgrade and update the information on the CG website and on other collective websites as appropriate to ensure that the total work of the CG is available worldwide

Management Services

Service Clusters	Unit(s)	Service Offering in 2005	Input in '000 US\$	Output to be achieved in CY 04
Events and Meetings	CG Sec	Organize & manage the Annual General Meeting (AGM) & ExCo meetings	319	AGM 2005, ExCo meetings
	CG Sec	Organize System Office events and meetings	26	Fourth SO workshop, quarterly teleconferences; AGM presence/display
	FHAO	Events planning for CDC and for joint CDC and CBC events	36	Two annual meetings, meeting documents, minutes
	FHAO	Coordination of inter-center presentations	2	AGM05
	SC Sec	Organizing Science Council meetings, including document preparation	160	Logistical organisation of SC meetings in May and September, design of meeting agenda, EOM report
	CAS-IP	Organizing Annual CGIAR IP-Strategy Group Meeting	15	5th CGIAR-IP-Strategy meeting held
	CAS-IP	Organizing Annual CAS-IP Expert Advisory Committee Meeting	25	7th CAS-IP, EAC Meeting held
Develop/ maintain management related data and knowledge	CG Sec	Develop CGIAR website & maintain core collection	89	website and core document collection is updated and accessible
	CG Sec	Monitor and advise centers on CGIAR annual funding/databases	51	CGIAR Financing Plan, Medium Term Plan
	CG Sec	Maintain CGIAR, candidate and contact databases (open access though the web)	89	Contact database operational
	FHAO	Maintain CDC's institutional memory and continuity	4	CDC Archives established, Collaboration site expanded
	SC Sec	Developing and maintaining SC databases and roster of peer reviewers	40	Support to SC in establishing expert vetting procedures; management of database
	SC Sec	Developing and maintaining SC website and document collection	55	Further development of SC web site
	G&D	Maintain G&D Website and publish working paper series	89	website, papers
	SAS-HR	People Power	25	The development of Phase 2 for 18 months published at AGM. The modules to be developed and implemented
Organizational Development and Capacity Building (Staff)	CG Sec	Support CBC and organize new Trustee training/orientation activities	51	Board of Trustees Orientation program conducted, CBC meeting documents
	CIO	Strengthening of Communities of Practice	29	Communities of Practice strengthened. Two workshops and advice provided on request
	CIO	ICT-KM Advisory Group activities	35	ICT-KM Advisory Group strengthened. One workshop and ongoing consultations
	CIO	Support strengthening of Internal Staff Capacities	17	Internal staff capacities strengthened
	IAU	Lead CGIAR Internal Audit network	16	Maintain an active CGIARIANET discussion group; maintain and update the IA web pages in the CGIAR website; implement an IAU risk assessment and audit management database;
	G&D	Gender analysis of CGIAR's retention and mobility trends	56	Document gender differences in career development, and the reasons
	CAS-IP	Institutionalize In-Center IP Management	22	Provide information, reports, consultations, workshops/modules, as requested; provide information exchange venue
	CAS-IP	Lead CGIAR Center IP Management Community of Practice	20	Organize the 5th IP-Strategy Meeting; publish CAS-IP Newsletter; Establish an on-line "collaboration" area for IP Strategy group and strategic partners/collaborators
	CAS-IP	Assist in developing in-Center IP Management Units	12	Report detailing the experience of existing IP Management Units
	SASHR	Develop individual modules & trainers as part of FLDP	130	Modules on G&D : Coaching and Mentoring, Negotiation Skills; ICT-KM ILAC – Knowledge Management, Managing Change, Innovation and Creativity, Group facilitation skills; Project management Skills; Setting SMART
Management policy, guidelines and manuals	CG Sec	Update CGIAR Financial Manuals	77	Financial management guideline; Procurement guidelines
	CG Sec	Update of guidelines for Center Boards (with CBC)	64	new Board guidelines
	CAS-IP	Assist centers with IP policy and implementation (IP tools)	100	Respond to Center requests; Write reports as needed; Carry out CP-commissioned research

Annex 1

Table 1d

Implementation and Operational support	CG Sec	Assist CGIAR Members with financial disbursements	319	adequate Center cash flow; efficient and timely disbursement within agreed accountability framework
	CG Sec	Collaborate with SO units as sponsor/client	51	agreed work and financial plans; effective dialogue with SO units and sponsors
	CG Sec	Explore, with centers, opportunities for coordinated purchasing	38	document identifying scope and process for coordinated purchase
	CG Sec	Coordinate System Office functioning	38	SO annual report 2004, IOP 2005; backstop Steering Committee
	CG Sec	Implement new CG nominee process	38	new process operational
	CIO	Support implementation of projects under 2004 ICT-KM investment plan and prepare lessons learned	32	1st year of implementation of the 2004 Investment plan shows good progress. Some documents on lessons learned are included but the rest are separated.
	CIO	Negotiate ICT contracts	25	Services currently under CGNET contract re-tendered
	CIO	Liaison with external partners	4	Proper communication with stakeholders and external partners
	FHAO	Assist CDC develop/administer budget incl. center shares for central services	22	Draft budget
	FHAO	Facilitate CDC management	94	Information exchange among CDC members
	SC Sec	Assist the SC Chair in coordinating SC Activities	66	Input to SC Chair's planning of SC meetings in May and in September
	SC Sec	Preparing documentation for CGIAR meetings	70	Preparation, printing and distribution of SC meeting documents for CGIAR meeting
	SC Sec	Facilitating liaison and communication between SC and Centres	20	Assist SC in developing links with Centres
	SC Sec	Liaising with FAO on administrative and technical aspects of SC	30	Administrative operations completed; FAO expertise input to SC secretariat work received
	G&D	Support centers' G&D goal achievement	113	Delivery of G&D services to support specific center goals
	CAS-IP	Develop and carry out a CGIAR-Centers IP Management Survey	20	Preparation of a Report that includes suggested strategy for improved IP Management in Centers
	CAS-IP	Intern program	4	Identification and assistance with internships at 2 Centers
	CAS-IP	Development of tools for identification of Center products and deployment	15	Improved, revised tools
	CAS-IP	Support multi-Center collaboration regarding background and foreground intellectual assets	10	Interact with CP Management
	CAS-IP	Support external partnerships with CGIAR Centers regarding intellectual assets and IP	15	Prepare tools for identification of background intellectual assets
	CAS-IP	Provide referral directory of IP professionals	2	Revise and maintain directory
Governance and Management/Legal advice	CG Sec/ CAS-IP	Support centers and CP's on legal and governance issues	20	CAS-IP: Advice on legal and governance issues; up-to-date database/network of IP professionals
			25	CG Sec: Advice on legal and governance issues;
	FHAO	Assist CDC analysis and action on common standards and shared services	40	An analysis of additional common standards and services to create greater efficiency and effectiveness in the delivery of the Centers' work
	CAS-IP	Assist the FHAO with FHA-IP Management Issues	10	Review of IP Management strategy to support FHA
	CAS-IP	Review: IP provisions in agreements, IPR filings	48	Review of documents as requested by Centers
	SASHR	Develop an e-learning package on Intellectual Property Rights with CSIP	15	e-learning package is completed
	SASHR	Support G&D in the development of on-line spouse employment module	10	Module is completed

Annex 2: 2005 Financing - CGIAR System Office Units
(in USD \$'000)

Income Source	CGIAR Sec	SC Sec	G&D Program	Internal Audit	SAS-HR	CIO	CAS-IP	FHAO	TOTAL	SHARE
World Bank	4,180	710	100	120	150	165			5,425	62%
Co-sponsors (FAO)		784							784	9%
CG members 2/			440				150		590	7%
Challenge Programs							129		129	1%
CGIAR Centers 1/										
CIAT				35	30				65	0.7%
CIFOR				35					35	0.4%
CIMMYT				35	30				65	0.7%
CIP				35					35	0.4%
ICARDA				35					35	0.4%
WorldFish				70	30				100	1.1%
World Agrofor. C.				35	30				65	0.7%
ICRISAT									0	0.0%
IFPRI				35	30				65	0.7%
IITA									0	0.0%
ILRI				35					35	0.4%
IPGRI				35	30				65	0.7%
IRRI				70					70	0.8%
IWMI				35	30				65	0.7%
WARDA				35					35	0.4%
System-wide programs				12						
Total Centers/CDC			100	537	210	165	221	434	1,667	19%
Carryover /3			126		60				186	
TOTAL	4,180	1,494	766	657	420	330	500	434	8,781	100%
Share	48%	17%	9%	7%	5%	4%	6%	5%	100%	

Notes:

- 1/ IAU and SAS-HR receive direct funds from individual Centers participating in the program
G&D, CIO, CAS-IP and FHAO receive funds from the CDC budget which is based on a general Center contributions to CDC to conduct their programs
- 2/ Expected Member support to Gender and Diversity in 2005 is from Netherlands (\$134,000), Norway (\$220,000), Switzerland (\$80,000) and Rockefeller Foundation (\$6,000).
Additionally to funding from Centers, CAS-IP expects funding through the Challenge Programs and directly from members.
- 3/ SAS-HR plans for an additional \$ 60,000. The source of the funds is still under discussion

Annex 2b

Budget plan by line-item for 2005

('000 US\$)

					CGIAR	SC							
					Sec	Sec	G&D	IAU	SAS-HR	CIO	CAS-IP	FHAO	TOTAL
Personnel					2,690	1,254	373	414	230	152	257	203	5572
Consultants													
External Consultants					150	50	100	55	80	80	60	159	734
Center staff (used in a consultancy model)								18			10		
Publications						20	40	1	15	3	35		
Travel					640	80	75	127	60	30	34	38	1084
Other							150	22	20	55	38	17	302
Professional Development								22					
Workshops, Special Projects, Capital										55			
Cost sharing activities with Centers and SAS-HR ¹							140						
G&D representation in CG events and other conferences							10						
General operating cost					700	90	28	20	15	10	66	17	946
(e.g. rent, utilities, supplies, communications)													
Grand Total					4,180	1,494	766	658	420	330	500	434	8781

¹ Cost share G&D activities with Centers and SAS-HR (80,000 US\$), and cost share G&D-related training opportunities for center staff (60,000 US\$)

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Annex 3

Summaries of System Office Unit Work Plans

CGIAR Central Advisory Service on Intellectual Property (CAS-IP) Summary Work Plan 2005¹

1. Introduction

The CGIAR Central Advisory Service on Intellectual Property (CAS-IP) was established in 2000, with funding from the CGIAR Center Directors Committee (CDC). Over the last five years, **the CGIAR system has developed an increased awareness regarding intellectual property (IP) and Intellectual Property Rights (IPR)** through many routes, including the work of CAS. This increased capacity to deal with IP/IPR has been translated into outputs including: Center-generated IP Policy Statements, Center “IP-Audits”, Center-originated partnership and consortium agreements that contain a higher level of sophistication and implementation detail, more confidence in negotiating with both funders/donors and suppliers of proprietary inputs, and greater participation in influencing international deliberations involving access and product delivery.

Through the assistance provided since its inception, **CAS-IP has become known as a trusted internal partner for the Future Harvest Centers of the CGIAR**, and their partners. The Centers know CAS-IP strives to support them in their mission, “to contribute, through research, to promoting sustainable agriculture for food security in the developing countries,” by assisting the Future Harvest Centers with good management of intellectual property (IP) and technology transfer planning, to encourage more efficient and effective product delivery.

Good IP management practice that leads to effective product development and delivery is the result of a coordinated effort, in which: 1) the risks associated with IP management and management decisions are identified and managed; 2) institutional products/deliverables are identified and reported; 3) constraints or impediments to distribution of institutional products and knowledge to target users, are identified and strategies for overcoming these obstacles are formulated; 4) this data is then used as the basis for developing a technology transfer/product delivery plan for each project to maximize distribution of Center knowledge and products. Sustaining such good IP Management practices requires both continuing to build on existing work that is being carried out by the Centers and increasing the resources invested by the System with an eye to product development and delivery.

2. Objectives for 2005

The 2005 Objectives for CAS-IP are:

- **To enhance effective IP Management practice in the Future Harvest Centers of the CGIAR**, for support of product development and delivery.
- To enhance communications regarding IP Management Practice throughout the CGIAR System.
- To assist the CGIAR in the formulation of IP Strategy (both at the Center level and at the macro CP level) that supports technology transfer both in and out of the System.

¹ Adapted from the CAS-IP 2005 Work plan formally presented to participants of: 1) the IP-Strategy Meetings/ June 2004, 2) the CAS-IP Expert Advisory Committee Meeting/Sept. 2004, and 3) the CDDC meeting/Oct 2004.

- To further the development of internal and external partnerships through support of strategic and effective IP Management.

3. Activities and Planned Outputs in 2005

- Identifying needs regarding the improvement of IP management practices at the Future Harvest Centers and in the Challenge Programs (CPs)
 - *Output: Survey and report of current IP practice in the Centers and CPs, including implementation of transitional protocols consistent with germplasm exchange under the multilateral system of the International Treaty on Plant Genetic Resources for Food and Agriculture*
 - *Output: Risks guidelines for IP management, identified by the “Risk Management” exercise being carried out by each Future Harvest Center*
- Supporting Center and CP, IP Management capacity
 - *Output: Visits and reports to Future Harvest Centers and CPs for consultations regarding IP and product development and delivery*
 - *Output: Assisting Centers with additional in-Center capacity via training and support of internships*
- Building Internal Staff capacities and increasing linkages of the IP Managers/Focal Points through exchange of experiences
 - *Output: Establishment of an on-line “collaboration” area for IP-Strategy Group and strategic partners/collaborators*
 - *Output: Information on IP/TT Management practice via a CAS newsletter*
 - *Output: Organizing the annual IP-Strategy Workshop*
 - *Output: A report, prepared in conjunction with the IP-Strategy group, on a topic regarding IP Management that is of importance to the Centers*
- Supporting the coherent system-wide implementation of IP Policy by acting as a resource for other System-wide bodies such as GRPC, the SO, SGRP, CSI, the Future Harvest Alliance Office (FHAO), and SC
 - *Output: Attend/observe at meetings such as the Genetic Resources Policy Committee (GRPC), Challenges Programs (CPs), and/or other groups such as the System-Wide Genetic Resources Programme (SGRP), the Science Council, the Consortium for Spatial Information (CSI), etc.*
 - *Outputs: Preparation of foresight documents for these groups; reviews of documents for these groups*
 - *Output: Support to and collaboration with the CGIAR SO*
 - *Output: Support to and collaboration with, the FHAO*
 - *Output: Preparation of at least one “IP Practice Notes” to raise awareness and practice level of IP management, especially in risk management/ analysis scenarios, in conjunction with other SO units*
- Supporting Center and CP’s on legal/IP issues important for the production and distribution of GPGs
 - *Output: Reviews and revisions of IP provisions in agreements, with input from Center and CP staff*
 - *Output: Report on the importance of the Cartagena Protocol for Future Harvest Centers and CPs*

- *Output: Provide assistance in IPR filings, etc., -- as requested by Centers and CP-member institutions*
- *Output: Referral directory of IP professionals for provision of services to the Centers and CPs*
- Representing a CGIAR-view in international IP fora
 - *Output: Reports on participation in 2 international fora*
- Supporting of multi-Center collaboration regarding background and foreground intellectual assets
 - *Output: Report on the implications/responsibilities associated with joint ownership*
- Supporting Center and CP efforts in building IP Management capacity in partner organizations
 - *Output: Participate in, or sponsor, an IP Management Workshop for national IP practitioners*
- Participating in the development of a strategy for building system-wide databases, accessible through the web and database sharing
 - *Output: Research on data sharing protocols and facilitating agreements, especially in the CPs*
 - *Output: Report on data sharing implementation*
- Providing informational articles for Public Awareness/Resource Mobilization/Marketing efforts regarding CGIAR-IP issues
 - *Output: Report on an appropriate topic*

4. Organization and Governance

CAS-IP is managed by Victoria Henson-Apollonio, Senior Scientist; support staff consists of a half-time Project Assistant (PA). CAS-IP reports to the Chair of the CDC-IP Subcommittee and, since February 2004, has been hosted by IPGRI, on behalf of the CDC. The work plan and budgets are prepared with input from the CAS-IP Expert Advisory Committee (EAC)², the IP-Strategy Group³, and the Center Deputy Director Committee liaison⁴. Within IPGRI, CAS-IP is placed in the Legal and Policy Research Support Unit⁵.

5. Estimated Finance in 2005

For the year 2005, it is estimated that the total CAS-IP budget will be ~\$500,000. The majority of core funding for CAS is provided by the CDC and will be \$221,300, as approved by the CDC in October 2004. Additional core funding for 2005 is to be provided by the government of the Netherlands in the amount of \$150,000. Revenues that are expected to be brought into CAS, for service work to the Challenge Programs,

² The membership of the 2004 EAC included: Chair –Janice Mueller (University of Pittsburgh), June Blalock (USDA), Jonathan Crouch (ICRISAT), Jan Engels (IPGRI), Emile Frison (IPGRI), Masa Iwanaga (CIMMYT), Rolf Jördens (UPOV), John Kadera (KEPHIS), Silvia Salazar (University of Costa Rica), and Devinder Sharma (the Forum for Biotechnology and Food Security, India).

³ The IP-Strategy Group consists of the Future Harvest Center IP Managers and IP focal points.

⁴ The CDDC has provided inputs through Justin Kouka (WARDA), 2004 and Stanford Blade (IITA), 2005.

⁵ In 2004, CAS-IP was a part of the Genetic Resources, Science and Technology Program (GRST).

the Genetic Resources Policy Committee, the Science Council and others, is estimated to be \$129,000.

6. Performance Assessment

- Performance Assessment of CAS-IP is carried out by reporting of activities and outputs to the CDC, the CDDC, the EAC, and the IP-Strategy Group.
- Dr. Henson-Apollonio and the CAS-IP PA participate in the staff appraisal system in place at IPGRI.
- IPGRI's Finance office provides oversight and reporting on the CAS-IP budget and expenditures.

CGIAR Secretariat – Summary Work Plan 2005

1. Introduction

The CGIAR Secretariat, a unit of the CGIAR System Office, is the principal central service unit of the CGIAR System. It is focal point for relations with external partners, from legislative decision makers and scientific communities in the public and private sectors, to civil society institutions and the general public. The Secretariat supports the two main organs of the CGIAR, the Group and its Executive Council (ExCo), and bears the primary responsibility for ensuring that CGIAR decisions are carried out. It serves as a financial clearinghouse for the CGIAR to ensure that the System's research agenda is fully funded.

2. Objectives

The business objective of the CGIAR Secretariat is to facilitate the efforts of the CGIAR System to fulfill the CGIAR mission, in keeping with the needs and aspirations of partners and beneficiaries.

The Secretariat's 2005 business plan is designed to meet the following major goals:

- to support and facilitate the ongoing Reform Programs, and ensure that the program's desired outcomes are achieved; supporting the agents of change;
- to support the Chairman CGIAR and ExCo,
- to assist CGIAR members with financial disbursement and accountability;
- to launch or facilitate initiatives that are consistent with the objectives of change, including the Task Forces on Sub-Saharan Africa;
- to mobilize resources for the CGIAR System's research agenda;
- to promote greater public knowledge about the effectiveness of international agricultural research;
- to strengthen and nurture the System's partnerships, including civil society organizations.

3. Activities and planned outputs for 2005

The service offerings of the CGIAR Secretariat are integrated into the four thrusts of the System Office: (1) Strategic Planning and Development (2) Monitoring and Evaluation (3) Communication and Resource Mobilization (4) Management Services.

3.1 Strategic Planning and Development

Service offering	Output for CY 2005	Input category ⁶ (%)	Approx. Input in '000 US\$
System Priorities			
Support ExCo & AGM with substantive meeting documents, & follow-up action	Meeting documents available on the web 2 weeks (ExCo) or 4 weeks (AGM) before scheduled meeting; Records available within 8 weeks after meeting	>25	326
Support the CGIAR Chairman's leadership of the CGIAR	Briefing notes; CGIAR meetings and other events	<5	44
Monitor & report on trends affecting CGIAR in international development (with special consideration to changes in the ODA environment)	Briefings for CGIAR Senior Management on donor policies/trends	<5	44
Support strategic agenda setting for CGIAR meetings (in collab with FHAO)	Meeting agendas	<5	44
Prepare CGIAR annual financing plan	Financing plan 2006	5-10	75
Update and expand CGIAR project portfolio (in collab. with SC Sec, CIO, FHAO)	Project portfolio database	5-10	63
Support consideration of CGIAR priorities and subsequent implementation (in collab. with SC Sec)	Priorities and implementation plan agreed by the CGIAR	<5	44
Reform Program			
Support the Task Forces on Programmatic and Structural/ Organizational Alignment in Sub-Sahara Africa	Report to ExCo	5-10	113
Support the review of Center governance (with CBC)	review report	<5	44
Continuous facilitation of CP process	Fully supported implementation of pilot and regular CPs, summary reports for ExCo/CGIAR	<5	44
Support interested donor group in discussing/ developing mechanism for the allocation of unrestricted funds within system priorities (Initiative led by Denmark)	Report to ExCo	<5	44
Conduct total compensation study	Full compensation study completed	<5	44
Organisational Health			
Design and pilot new management development and	Needs assessment study, pilot course	<5	44

⁶ The Input is estimated based on the following categories: major input (>25%); significant input (14-20%); medium input (5-10%) and minor input (<5%)

leadership training (in collab. with SAS-HR and G&D)			
Partnerships			
Back-stop co-sponsor Group, GRPC, PSC	Meeting documents available 1 weeks before scheduled meeting; Records available within 4 weeks after meeting	<5	44
Strengthen relationships with private sector (in collab with FHAO)	Staff & Knowledge Exchange Program launched, documented participation/contribution of private sector to CPs	<5	44
Strengthen CGIAR relationship with CSOs which share the CGIAR mission	Improved mechanism for CSO linkages	5-10	63
CGIAR representation at external fora			
Represent CGIAR externally	List of major dialogue with external stakeholders	5-10	75
Represent CGIAR within the World Bank	DGF submission; Dialogue with CODE; ESSD Management and Rural Sector Board meetings; ESSD Week; other	5-10	56

3.2 Monitoring and Evaluation

Service offering	Output for CY 2005	Input category (%)	Approx. Input in '000 US\$
Improve M&E processes			
Installation and implementation of new M&E processes (in collab. with SC Sec)	modified guidelines for EPMP process	5-10	30
Support the development and implementation of a Performance Measurement System for the CGIAR (in collab. with SC Sec)	Pilot PM system implemented, Data collection and analysis system for Center performance data in place	>25	224
Support M&E of Centers/Programs			
Facilitate & backstop management component of center external reviews	IFPRI and CIMMYT EPMP report; preparation for CIFOR, ICRAF and WorldFish EPMP completed	>25	224
Support / Monitor compliance to CGIAR financial guidelines (with Centers)	CGIAR financial report	14-20	112

3.3 Communication and Resource Mobilization

Subgoal 1 : To strengthen internal systems and capacity among RM and Communications practitioners across the CGIAR			
Service offering	Output for CY 2004	Input category (%)	Approx. Input in '000 US\$
Exchange investor trends and information with Centers including sharing RM&C databases, tools, impact information	Regular briefings on investor trends, information on contacts, membership and institutional partnerships available	<5	48
Exchange best practice, information and experience and provide professional development opportunities for center communications staff, related to traditional donors	2 professional development workshops supported, 1 workshop on best practice facilitated	<5	48
Support the communication of CGIAR Science Council work and CGIAR Impact (in collab. with SC Sec)	General Comms Team support for SC. SC signage & identity developed & produced. 2 SC Briefs produced, SPIA website linked to CG website, impact information integrated in all communications	<5	11
Communicate SO activities by using existing mechanisms (in collab. with other SO units)	Articles in CG news, SO annual report, SO presence at AGM, website coverage	<5	5

Subgoal 1 : To strengthen support from and relationships with current member countries and cosponsors			
Service offering	Output for FY 2005	Input category (%)	Approx. Input in '000 US\$
Conduct targeted campaigns to promote the CGIAR Centers and Challenge Programs to key decision makers in investor countries and to Cosponsors (in collaboration with the MG)	3 Effective Activities/Campaigns conducted in conjunction with the MG; including Robert McNamara Seminar Tokyo	14-20	202
Coordinate & facilitate CG representation and contribution at key international events/conferences	CG representation at 3 international events, including European Forum Switzerland	5-10	74

(in collaboration with MG)			
Conduct AGM to maximize stronger relationships and support for the CGIAR	AGM, Exhibition, Science Forum, Farmer's Dialogue, AGM Media Program	14-20	212
Produce CGIAR System Annual Report (with Centers)	CGIAR Annual Report 2005	5-10	64
Produce targeted, relevant materials that meet investor perceived needs – including brochures, booklets and video	6 corporate brochures updated and translated, 4 editions CG News and eNews produced and distributed on time; 3 partnership booklets produced and distributed in conjunction with campaigns, Hands On video production complete	14-20	202
Media relations - produce positive opportunistic media coverage in investor and host countries	1 Media and message training course delivered	5-10	53
Member support and development	CGIAR member visits; briefings; new members; profiles updated, new members briefing at AGM 05	5-10	53
Explore and take advantage of new opportunities and mechanisms for RM	alternate/new sources of funding	<5	16

Subgoal 2 : To strengthen alliances with civil society organizations and NARS which share the CGIAR's mission

Service offering	Output for FY 2004	Input category (%)	Approx. Input in '000 US\$
Further develop opportunities to strengthen relations with CSOs	1 effective joint CSO event held, CSO dialogue expanded	5-10	74

3.4 Management Services

Service offering	Output for FY 2004	Input category (%)	Approx. Input in '000 US\$
Events and Meetings			
Organize & manage the Annual General Meeting	AGM 2005, ExCo meetings	>25	319

(AGM) & ExCo meetings			
Organize System Office events and meetings	Fourth SO workshop, quarterly teleconferences; AGM presence/display	<5	26
Develop/ maintain management related data and knowledge			
Develop CGIAR website & maintain core collection	website and core document collection is updated and accessible	5-10	89
Monitor and advise centers on CGIAR annual funding/databases	CGIAR Financing Plan, Medium Term Plan	<5	51
Maintain CGIAR, candidate and contact databases (open access through the web)	Contact database operational	5-10	89
Organizational Development and Capacity Building (Staff)			
Support CBC and organize new Trustee training/orientation activities	Board of Trustees Orientation program conducted, CBC meeting documents	<5	51
Management policy, guidelines and manuals			
Update CGIAR Financial Manuals	Financial management guideline; Procurement guidelines	5-10	77
Update of guidelines for Center Boards (with CBC)	new Board guidelines	5-10	64
Implementation and Operational support			
Assist CGIAR Members with financial disbursements	adequate Center cash flow; efficient and timely disbursement within agreed accountability framework	>25	319
Collaborate with SO units as sponsor/client	agreed work and financial plans; effective dialogue with SO units and sponsors	<5	51
Explore, with centers, opportunities for coordinated purchasing	document identifying scope and process for coordinated purchase	<5	38
Coordinate System Office functioning	SO annual report 2004, IOP 2005; backstop Steering Committee	<5	38
Implement new CG nominee process	new process operational	<5	38
Governance and Management/Legal advice			
Support centers and CP's on legal and governance issues	Advice on legal and governance issues; up-to-date database/network of IP professionals	<5	26

4. Organization and Governance

The CGIAR Director heads the Secretariat which functions administratively as a department of the World Bank's Vice Presidency for Environmentally and Socially Sustainable Development (ESSD). The Secretariat supports the CGIAR Chairman, a Vice President of the World Bank (currently, the ESSD Vice President) in his role as the System's leader and its chief spokesperson. It counts all components of the System among its client groups. The Secretariat is organized in three teams: Finance, Governance and Partnerships, Information and Communication, plus the Director's office. The current staffing is 22 (includes both, support and professional staff/consultants).

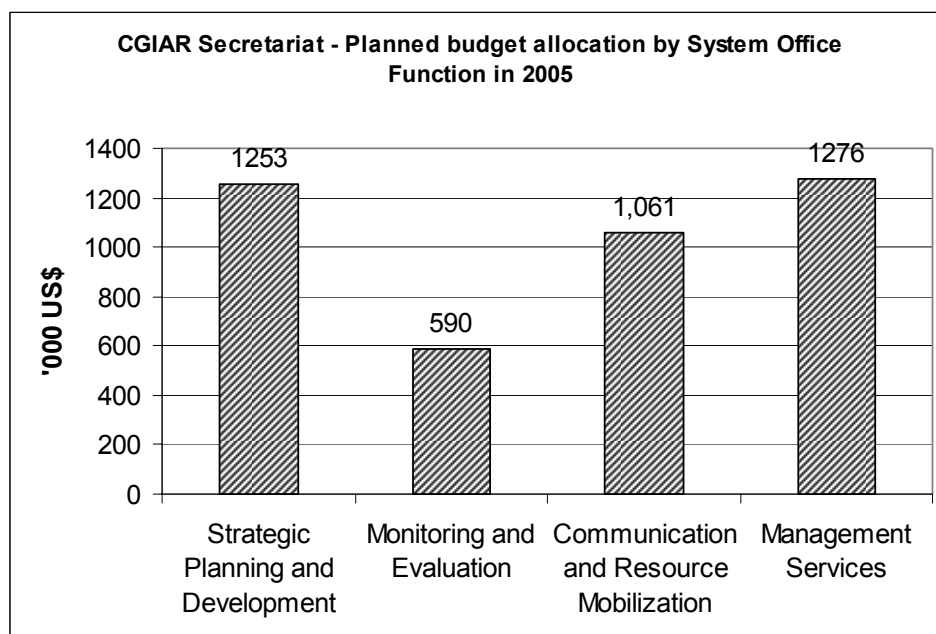
5. Finance

The overall funding of the CGIAR Secretariat in 2004 is estimated to be 4.18 million US\$ and is provided by the World Bank. The following table 1 shows a detailed budget allocation by line item and diagram 1 by System Office function.

Table 1: Budget allocation by line item

	Budget (in \$'000)	%
CGIAR Secretariat Total Budget	4,180	100
- CG Sec operations		
- Personnel	2,840	68.0
- Travel	640	15.3
- Administrative Cost	700	16.7

Diagram 1: Budget allocation by System Office Function



6. Performance Assessment

Staff at the CGIAR Secretariat participates in the World Bank's annual Overall Performance Evaluation (OPE), which is an institutional framework for performance discussions and evaluation. It is made up of a (1) Results Assessment (2) Behavioral Assessment (360 degree feedback) (3) Development Actions Assessment for developmental actions that the staff member agreed to pursue.

Chief Information Officer – Summary Work Plan 2005

1. Introduction

The ICT-KM Program of the CGIAR aims at a CGIAR system without boundaries, an internationally distributed, unified and open knowledge “organisation”. CGIAR centers staff, regardless of their location, will collaborate in science, using high capacity computing and communication. The global public goods the CGIAR manages will be safeguarded, developed and made accessible for use by all stakeholders.

The ICT-KM Program will assist the Future Harvest centers of the CGIAR to:

- Transform the way they work, incorporating new ICT and KM practices to preserve, produce, and improve access to the agricultural global public goods needed by the poor in developing countries;
- Be a leading knowledge broker, bringing together all actors in an open, inclusive community for global public goods research for development.

2. Objectives

The CIO Office is responsible for providing vision, strategic planning, and coordination of information technology (IT), Information Management (IM) and Knowledge Management (KM) activities within the Future Harvest Centers of the CGIAR System.

The Program’s main components include:

- 1) developing and implementing a portfolio of projects to address the goals of Program;
- 2) nurturing champions and Communities of Practice; gaining economies of scale;
- 3) all for helping the Future Harvest Centers of the CGIAR work more effectively and efficiently as a true organic, unified “system” rather than 15 separate entities.

3. Activities and Planned Outputs for 2005

The Office of the CIO, through the ICT-KM Program, has the following objectives for the upcoming fiscal year:

3.1 Strategic Planning and Development

2005 Investment Plan Development

- Carry out broad consultative process on needs and options - January 2005
- Building on GPG1 and some of the early work from the 2004 Investment Plan projects, finalize and launch the ICT-KM investment plan for 2005 - March 2005.

3.2 Monitoring and Evaluation

Learning Focus

- Ensure lessons from the program activities are learned and communicated throughout the year.

- Ensure smooth implementation of ICT-KM Program/Projects Monitoring and Evaluation Plan.
- Share results of M&E approach with other System Office Units

Most of the costs for the above activities are covered by 2004 budget allocation for Monitoring and Evaluation.

2004 Investment Plan: Projects Implementation

- Ensure careful monitoring of second year implementation;

3.3 Public Awareness and Resource Mobilization

- Aggressively coordinate, communicate and promote activities related to its projects and objectives;
- Participate actively in various fora, including relevant international conferences, AGM 2005, etc.;
- Seek opportunities for new resource mobilization activities in concert with Marketing Group.

3.4 Management Services

2004 Investment Plan: Projects Implementation

- Ensure that 2nd year of implementation of the 2004 Investment plan continues to show good progress;
- Participate in project meetings;
- Encourage cross-project linkages and meeting participation;
- Ensure expeditious implementation of 2005 Investment Plan activities.

Good Practice Notes

- Together with the appropriate System Office unit develop and disseminate 2 Good Practice Notes relevant to ICT and KM practices

Nurturing Champions and Communities of Practice

- Nurture center-based talents and communities of practice to achieve potential system-wide benefits;
- Point out linkages and opportunities;
- Identify individuals for additional responsibility and training opportunities;
- Support CoPs – linkages, provision of tools and advice, facilitation training, etc.;
- Organize Web-based seminars on a regular basis to expose staff to leading edge technologies and approaches of interest to the unified CGIAR system.

Maximizing Efficiencies

- Building on the successes of 2003 and 2004, look for and pursue additional cost-saving opportunities in the area of ICTs and Libraries;
- Investigate and pursue opportunities for joint, inter-center services in the area of ICT and I/KM;
- Facilitate the purchase of system-wide software and/or subscriptions;

- Manage the tendering process for renewal of the services now under the contract with CGNET;
- Carry out a study to streamline and rationalize the support to Future Harvest Centers in the area of ICT.

4. System-Office inter-unit cooperation

Cooperation with sister System Office units will be pursued. Planning is being finalized as per results of the Third System Office meeting.

5. Organization and Governance

The CIO functionally reports jointly to the chair of the CGIAR ICT-KM subcommittee of the Center Directors Committee and the Director of the CGIAR, and is hosted by WorldFish Center, Malaysia. The Director General of the WorldFish center provides administrative supervision of the CIO.

The ICT-KM program is supported by a cross-functional Advisory Group. The ICT-KM Advisory Group is currently composed of 16 members representing 12 communities of practice (CoP) and management groups within the CG.

The staffing of the ICT-KM program includes an internationally recruited Chief Information Officer and a nationally-recruited Program Associate.

In order to build in-house capacity and ensure ownership, the projects under the ICT-KM Investment plan are managed by CGIAR staff. Consultants and temporary staff are hired for ad-hoc activities.

6. Finance

The cost of the unit for 2005 is expected to be USD \$330,600. Financing will be provided equally by the Centers and the CGIAR Secretariat.

7. Performance Assessment

- Annual performance evaluations are prepared jointly by the Director of the CGIAR and the Chair of the ICT-KM sub-committee of the Center Directors Committee.
- Annual program expenditures are controlled by the Finance Department of the WorldFish Center.
- The CGIAR 360 degree Feedback system is used every 2-3 years to understand clients and supervisors perception.

Future Harvest Alliance Office – Summery Work Plan 2005

1. Introduction

The Center Directors Committee (CDC) co-manages the SO, along with the Director of the CGIAR Secretariat, and the Chair of the Science Council. The SO operates in a distributed and ‘virtual’ mode, with units located around the world as appropriate, and several are based at the Centers.

The Future Harvest Alliance Office (FHAO) was formed in May, 2004, to support the CDC and the collective action framework among the Future Harvest Centers by incorporating the existing CDC Executive Secretary (part-time) position and adding (for 2004/05) a part-time Executive Officer. The enhancements were designed to help the collective work of the Centers, their representation in critical CGIAR forums such as the Executive Council and the System Office, and their work with other partners within the CGIAR System.

During the course of 2004 and culminating at AGM04, historic action was taken on the part of the CDC and CBC, in their collective action through their agreement to establish an Alliance of the 15 Future Harvest Centers. The CBC and CDC produced a joint statement for their Framework for Collective Action, which laid out both immediate and longer-term goals. The Alliance will work to build on:

- Existing collaboration in programs, administration and policies;
- An analysis of deficiencies for collective action in the past, via a new focus on agreed upon guiding principles;
- Existing entities and mechanisms, such as the CDC, CBC and the Medium Term planning process and others; and
- The determination of the Centers to improve and streamline programming efforts in Sub Saharan Africa, in collaboration with the Task Forces, as a first priority, and then extend into other regions.

In 2005 the CDC will begin to serve as the Executive of the Alliance, the CBC will act as the Alliance Board, and before meeting again in May, 2005, the Executive Committees of both CDC and CBC will discuss progress and review priorities regarding the implementation of the Collective Action Framework. The support for the Alliance Executive will be further developed in the coming year, and will build upon the work currently underway through the Future Harvest Alliance Office. A joint working group of CBC and CDC members will draft a charter for the Alliance, for discussion during their meetings in May, 2005, at WorldFish.

2. Objectives

As leader and manager of FHAO, the EO is responsible for:

- Providing policy and administrative support to collaboration among Centers, in order to streamline and strengthen the Centers' contributions to the reformed CGIAR System.
- Providing high level support to the CDC and as requested to the Committee of Board Chairs (CBC).
- Enhancing the contribution of the CDC and the Centers to the CGIAR Executive Council and the System, and strengthening the strategic agenda of the CDC and CBC.
- Advise the CDC and CBC on further operational and strategic improvements in its operations.
- Alert these bodies to trends and upcoming opportunities and issues of relevance to the success, efficiency and effectiveness of the Future Harvest Centers.
- EO also works to contribute to enriching the external partnerships of CG Centers and helps build momentum for greater collaboration and shared services among centers, as essential strategies to unlock the full potential of investments and the knowledge capital of the Centers
- The EO administers common CDC activities as assigned by the CDC in an effort to streamline and increase its efficiency, and works with the CG Secretariat, on behalf of the CDC, to increase efficiency, service procurement and delivery.

The Executive Secretary (ES) for the Committee of the Center Directors is responsible for:

- Ensuring the CDC has continuous assistance to help in servicing the needs of the CDC (primarily the flow of information and meeting organization).
- Maintaining the Committee's institutional memory and continuity, by devising ways in which to help the CDC improve its communication and flow of information, both internally and with external partners.
- Serves as liaison for the CBC and CDDC Committees.
- Provides oversight of the budgetary process with the Executive Director of AIARC, and oversees responsibility in managing the secretariat support for the CDC.
- The ES serves the Committee as a whole, its Chair and its members in their capacity as chairs of CDC Sub-Committees. The Executive Secretary reports directly to the Executive Officer of the FHAO and to the CDC Chair.

3. Activities and planned outputs for 2005

3.1 Strategic Planning and Development:

- Work with CDC and unit heads to develop a forward plan for shared service operations, and commence implementation of Alliance plan for Collective Action.

3.2 Monitoring and Evaluation

- Track WB funding patterns with a view to helping the Centers maximize their benefits from the CGIAR funds.
- Assist the Centers to coordinate the monitoring of the SW-EPs and assess the performance of the World Bank funding to the programs in 2002 and 2003..

3.3 Communication and Resource Mobilization

- Oversee the preparation of the formal CDC presentations to AGM (current and incoming Chairs).
- Work with CDC and CBC Chair for two articles for *CGIAR News* per year, and contribute as needed to the CGIAR Annual Report.
- Serve as liaison with CGNet and the Virtual Resources Center (when established) for CDC distribution lists, services and Collaboration site technical backstopping.
- Work with the CGIAR Secretariat and the Marketing Group to improve the currency and coverage of CGIAR achievements on the CGIAR and other related website.

3.4 Management Services

- Brief weekly report of FHAO activities to CDC Chair.
- Establish suitable working arrangements with CGIAR Secretariat.
- General administration and oversight of CDC collective activities.
- Establish a suitable arrangement with the Marketing Group.
- On behalf of CDC Chair, EO approves CDC/FHAO budget expenditures.
- Act as central point of contact with the CGIAR and Science Council Secretariats, PSC and support the CDC member on the SO Steering Committee.
- FHAO to work with CDC and CBC Chair and secretariat to help improve the processes of CBC.
- Help facilitate and organize Collective Action communications with various communities of practice and relevant groups within the CGIAR System as the FHAO evolves.

4. Organization and Governance

The FHAO reports directly to the CDC Chair, and facilitates the work of the CDC as a whole.

The Executive Officer gives policy and administrative support to collaboration among Centers, provides a high level support to the CDC as the governing body of the FHA and to the Committee of Board Chairs, especially with respect to enhancing the contribution of the CDC and the Centers to the CGIAR Executive Council and the System, and strengthening the strategic agenda of the CDC and CBC. The EO assists the CDC members responsible for oversight and support to the Center units participating in the System Office (i.e., Gender and Diversity Program, Central Advisory Service on Intellectual Property, Internal Audit Service, HR-Strategic Advisory Service, & Chief Information Officer), appropriate support to the shared System units, and provides

support to the CDC System Office representative on the Steering Committee of the System Office.

5. Finance

The CDC budget is established during their meetings prior to AGM, with activities and programs funded through contributions from each of the 15 Centers plus contributions from other parties, such as the CGIAR Secretariat and CGIAR members. Centers' contributions are made on a bi-annual basis (January and June) and the funds are managed by relevant committees and boards overseeing the activities. In addition, the Future Harvest Alliance Office provides overall financial monitoring and financial control and management services are provided by the Association of International Agricultural Research Centers (AIARC). Funding from each Center is based on the proportion of each Center's annual audited expenditure, for the year prior and based on the official audited figures released by each Center and the CGIAR Secretariat.

The FHAO budget for 2005, as agreed to by the CDC during AGM04, consists of the following:

- Personnel (EO, ES and Administrative Support Officer): US\$ 203,000
- Consultants for Collective Action and Website development: US\$ 159,000
- Travel: US\$ 37,650
- Financial services and CDC Meetings: US\$ 17,000
- General Operating Costs (CGNet, telecommunications): US\$ 17,000

Total: US\$ 433, 650

6. Performance Assessment

The FHAO's annual work plan is prepared for CDC review during their AGM meetings, and approved by the CDC Chair. The EO and ES serve as consultants to the CDC, and are reviewed based on performance, prior to contract renewal. The performance of the FHAO is assessed twice yearly in a full achievement and performance report submitted to and discussed by the CDC.

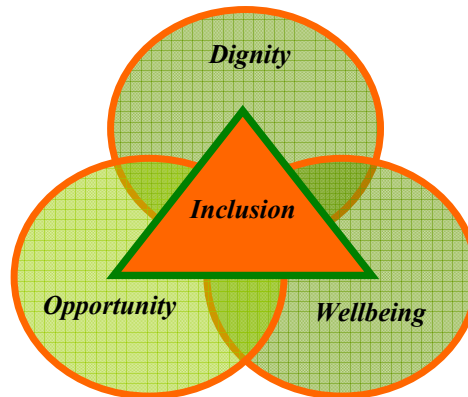
Gender and Diversity Program - Summary Work Plan 2005

1. Introduction

In 2005 the Gender & Diversity Program of the CGIAR System (G&D) is launching a new strategy to guide the program over 2005-2008. Called 'leveraging global diversity for global impact' the new strategy is designed not only to build on the gains of G&D's first four years, but also to chart new territory by building closer links to the core mission of the CGIAR. It is based on the recommendations of a positive External Program and Management Review in 2003 and a consultative planning process conducted with the CGIAR leadership and hundreds of staff members worldwide in 2004.

VALUES

All of G&D's work is guided by four integrated values of diversity management – ***inclusion, opportunity, dignity*** and ***well-being***.



G&D'S MISSION

To work in partnership and trust with the Future Harvest Centers to empower all staff, diverse in professional discipline, nationality, gender, race, culture, ethnicity, language, age, religion, sexual orientation, and physical capability to build greater diversity and to fully leverage that diversity for global impact.

2. Objectives

Strategic Objective 1- Staffing: Strengthen the Future Harvest Centers' abilities to attract, develop and retain the highest quality staff from diverse backgrounds and regions, with particular emphasis on women in management and science.

Strategic Objective 2- Systems: Consolidate and institutionalize policies and practices that support inclusion, dignity, wellbeing and opportunity into the management systems of the Future Harvest Centers and CGIAR.

Strategic Objective 3 – Integration: Integrate gender and diversity practices into the core work of the Future Harvest Centers through closer collaboration with scientists, research teams, and other global initiatives and systems office units of the CGIAR.

In 2005, G&D will focus more so on two of its strategic objectives, staffing and systems, with an emphasis on consolidating its earlier work in human resources by expanding on gains in increased staff diversity and institutionalizing diversity policies and practices in workplace management.

3. Activities 2005

G&D's activities and budget for 2005 is shown in the table below. The total estimated budget is: US\$ 765,943. Of this sum, US\$ 328,400 is for direct services and research, while US\$ 437,543 is for personnel, travel and overhead.

G&D's top priority in 2005 is supporting the centers' first steps toward achieving their new 1-, 3- and 5-year goals for gender and diversity in policy, practice and staffing. Other priorities include the 10th anniversary women's leadership series, production of model policies for the inclusive workplace, and continued expansion of the mentoring program. In addition, two major research projects will be undertaken in 2005: (a) an impact assessment of the CGIAR's 10 year investment in women's leadership training; and (b) a gender analysis of the CGIAR's retention and mobility trends.

Activity	2005 Budget
STRATEGIC PLANNING AND DEVELOPMENT	
<i>Staffing: Attraction, Promotion and Retention of Diverse Staff</i>	
Upgrade diversity positive recruitment resources	5,000
Spouse/partner resources and memberships	6,000
Collaborate with SAS-HR to integrate G&D into new staff development programs	5,000
Women's leadership and management course (ICARDA)	2,500
Cost share 10th anniversary women's leadership courses (ICRAF and CIMMYT)	54,000
<i>Systems: Policies and Practices for Inclusive Workplace</i>	
Collaborate with SAS-HR to integrate G&D into HR reforms	8,000
Produce 'inclusive workplace' policy and practice guidelines and models	16,000
Strengthen G&D Associates (formerly focal points), incl annual workshop	55,000
Cost share relevant HR training opportunities	6,000
<i>Integration: G&D Collaborations with Scientists, Programs, CGIAR</i>	
Mentoring program follow up and expansion	12,000
On-line course for high performance research teams	8,000
Expand 'everyday methods for working with diversity'	5,000
Begin development of diversity case studies with select research teams	2,500
With other SO units, seek to establish CGIAR women's fellowship program	2,500
<i>G&D Website and Publications Series</i>	
Editing, design, printing, dissemination of G&D series, incl. regional adaptations	40,000
Website development, fees	5,000
MONITORING AND EVALUATION	
Conduct impact study of women's leadership series	10,000
Support Centers' annual monitoring of G&D goals	1,500
Develop M&E framework for G&D's new strategy	2,400
PUBLIC AWARENESS AND RESOURCE MOBILIZATION	
G&D Representation in CG Events and Other Conferences	10,000
MANAGEMENT SERVICES	
Conduct gender analysis of CGIAR's retention and mobility trends	12,000
Support centers' G&D goal achievement	60,000
INDIRECT COSTS	
G&D Personnel	322,943
Secondments to G&D	50,000
Travel (staff, secondees, board members)	30,000
Office overhead, equipment and supplies	28,000
Contingency	6,600
TOTAL	765,943

4. Organization and Governance

As a systemwide service to the 15 Future Harvest Centers, G&D is organized for continuous consultation and communication with all key bodies of the organization. It is governed by the Director General of its host center ICRAF (Dr. Dennis Garrity) together with CGIAR Director (Dr. Francisco Reifschneider). To help ensure that G&D responds to the needs and priorities of the centers, it also has an Advisory Group consisting of a cross-section of stakeholders including representatives of CDC, CDDC, CBC, donors and both internationally- and nationally-recruited staff members. Day-to-day management of the program is the responsibility of the Program Leader (Vicki Wilde).

In addition, G&D has about 100 Focal Points, with representatives in all Centers. This system of Focal Points supports dialogue and active consultation among G&D and staff members from all categories, including senior managers, scientists, and human resource personnel.

ICRAF provides the legal and administrative home for G&D at its headquarters in Nairobi, providing office space, housing, transport and use of Center facilities such as computer networking, personnel, accounting and travel services. All costs are reimbursed by G&D according to the terms of a Memorandum of Agreement with ICRAF.

The staffing for G&D consists of one Program Leader (internationally-recruited) and one Administrative Assistant (nationally-recruited), both full time. They enjoy the same status and benefits as regular ICRAF staff members. In addition, G&D expands its human resources with one to two secondments from other centers each year and will seek to expand its staffing with a new junior professional position starting in late 2005.

5. Finance

Funding for G&D is raised on an annual basis to provide for all G&D costs, including personnel, office space and overhead, and the production of all services and resources.

A strategic alliance of internal and external investors supports G&D. Internal investors include the Committee of Directors General and the CGIAR Secretariat. External investors include the Netherlands, Norway and Switzerland.

Funding sources and levels for 2005 is expected to be about the same as 2004.

5. Performance Assessment

G&D has the following forms of performance assessment and feedback:

1. External Management and Program Review in 2003;
2. Joint Board Chair-CGIAR Chair annual review of progress and expenditures;
3. Annual performance evaluation of the Program Leader by the Board Chair, plus biannual 360 reviews involving stakeholders throughout the system (last completed in November 2003);

4. Annual expenditures audit by ICRAF's Finance Unit;
5. Workplan and progress review and feedback by the CDC, CBC and CDDC in response to reports and presentations during AGM; and
6. Ongoing feedback from Advisory Group members and Focal Points in response to 'G&D Updates' throughout the year.

In addition, in 2005 G&D will develop a new monitoring system tailored specifically for measuring the effectiveness of its new strategy for '*leveraging global diversity for global impact*' over 2005-2008.

Internal Auditing Unit – Summary Work Plan 2005

1. Introduction

The CGIAR Financial Guideline No 3 (FG3) provides that CGIAR Centers should establish an independent internal audit function. Internal auditing is defined as an independent, objective assurance and advisory activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a disciplined, systematic approach to evaluate and improve the effectiveness of risk management, control and governance processes⁷.

2. Objectives and Service Offerings

The IAU provides customized service to Consortium members, including in some cases full delivery of their internal audit coverage, in other cases joint arrangements with in house or locally outsourced internal auditors, supplemental services to support in house internal audit functions, and special assignments. In addition, the IAU undertakes special reviews for the CGIAR Secretariat, monitors the implementation of FG3, promotes the development of the CGIAR Internal Auditors' discussion group (CGIARIANET), and develops good practice guides on selected aspects of Center functions with a governance, risk management, internal control or accountability perspective, drawing on internal and external benchmarks and from lessons learned from audits.

Overall objectives of the CGIAR Internal Auditing Unit

To provide strategic leadership on internal auditing by assisting the Board and management of participating Centers to effectively discharge their management and fiduciary responsibilities.

To provide independent, objective assurance and advisory services that add value, improve operations and help the Centers meet their business objectives.

Establish and lead a network of internal auditors from all CGIAR Centers, to be a forum to learn and share best practices regarding internal auditing techniques, governance, risk management, internal control and accountability.

⁷ Based on the Professional Practices Framework, Institute of Internal Auditing (the worldwide professional body for internal auditors).

The IAU will pursue these objectives through the following service offerings, grouped by CGIAR System Office functional objectives.

SO Functional Objective	IAU Service Offering
Strategic Planning and Development	Identify, define and communicate best practice to Centers – Preparation and dissemination of good practice notes and discussion papers on management processes from a control, risk management or corporate governance perspective
Strategic Planning and Development	Develop audit standards within the CGIAR system - through such activities as interaction with Center internal auditors; System-wide training events; development of an internal audit manual; dissemination of results of meetings of internal auditors of international public agencies; interaction with international professional bodies relevant to internal auditing; development of links with internal auditors in the scientific research sector; and implementation of recommendations from the 2004 external quality assurance review.
Monitoring and Evaluation	Undertake CGIAR system-wide audit and advisory services and progress reviews
Monitoring and Evaluation	Support to Centers in developing risk management systems – as agreed in Center medium term internal audit plans. The IAU will collaborate closely with other SO units (in particular CIO, SAS-HR, CG Sec, CAS-IP) in delivering this service offering.
Monitoring and Evaluation	Support and advice to Centers on the implementation and monitoring the GPGA Rehabilitation Initiative - joint advisory work with other SO components, especially CAS-IP and CIO. This work is incorporated from 2004 into IAU audit and advisory work programs agreed with the Centers, but is shown separately for SO reporting purposes.
Monitoring and Evaluation	Undertake other Center audits and advisory services – tasks as defined in the annual/medium term audit plans (additional to risk management support) agreed with each Center and as agreed for the CGIAR Secretariat. Includes support for the implementation of risk management systems and follow up of recommendations from previous reviews.
Management Services	Lead CGIAR Internal Audit network - lead CGIARNET discussion group, develop an IA website, and develop planning and monitoring tools for the IA function.

3. Activities, planned outputs for 2005 and performance assessment

The table below sets out an IAU performance measurement and evaluation strategy based on an adaptation of the “Outcome Mapping” methodology presented at an ICT-KM Evaluation Workshop in May 2004:

IAU Service Offering	Mission	Outputs (Progress Markers)	Outcomes	Boundary Partners	Monitoring Methods/ Progress Reporting	Evaluation Plan
Identify, define and communicate best practice to Centers	<i>The IAU will, in collaboration with other SO units and various communities of practice across the CGIAR Centers, identify good practices and lessons learned to guide Center improvement efforts</i>	4 Good Practice Notes per year – some to be jointly developed with other SO units 1 ILAC brief on the topic of internal audit and risk assessment as a basis for institutional learning and change	GPNs are referred to by Centers to assess their own practices, and to make improvements where applicable Selected good practice notes used in the development of CGIAR guidelines	* Communities of practice relevant to the GPN topics * Editor/ publisher to advise on improving formats * ILAC group to be consulted on improving GPN strategies	Reviews in Centers (for some GPN topics, as components of audits) Quarterly IAU Activity Reports to Sponsors	Annual evaluation by Board of Sponsors
Develop audit standards within the CGIAR system	<i>The IAU will move the CGIAR internal auditing function to full compliance with international standards and good practice.</i>	Review (2004-5) Center audit committee and IA charters; Complete a further IA PD Week (2006); Complete (2005) and update (2006-2007) internal audit manual; disseminate (annually) results of meetings of internal auditors of international public agencies; implement (2005) recommendations from the 2004 external quality assurance review; visit (2005) non consortium Centers and assess audit arrangements.	Full compliance by the CGIAR internal audit function with the International Standards for the Professional Practice of Internal Auditing	* Center internal auditors * Center management and audit committees * Institute of Internal Auditors	Internal quality assurance reviews Quarterly IAU Activity Reports to Sponsors	Annual evaluation by Board of Sponsors; 5 yearly external quality assurance review
Undertake CGIAR system-wide audit and advisory services and progress reviews	<i>The IAU will undertake high quality assurance and advisory services and research on management/control issues to support System-wide programs and activities</i>	Completed assignments as agreed with the CGIAR Secretariat, includes: * Development of material for risk components of SASHR First Level Leadership Dev Program * Procurement review; * GPG1 Genebank Upgrade Mid Term Review; * ICT-KM inputs; * Explore ILAC linkages to IA	(a) for assurance and advisory reviews – implementation where identified of improvement recommendations (b) for "research" assignments – initiation of action using the IAU products	* System/Center clients (will vary depending on the assignment)	Tracking of assignment progress via IAU database Follow up reviews Quarterly IAU Activity Reports to Sponsors	Annual evaluation by Board of Sponsors; 5 yearly external quality assurance review

IAU Service Offering	Mission	Outputs (Progress Markers)	Outcomes	Boundary Partners	Monitoring Methods/ Progress Reporting	Evaluation Plan
Support to Centers in developing risk management systems	<i>The IAU will in collaboration with other SO units, provide knowledge, advice and guidance on risk management to CGIAR centers to enable them to identify and manage their risks and opportunities in accordance with international good practice.</i>	<i>Completion (2005) of Center risk management frameworks and first Center-wide assessments; updates (2006-2007)</i>	<i>Centers routinely incorporate comprehensive risk management in their organizational processes, and implement action where the assessments indicate unacceptable exposures</i> <i>Center boards issue risk management statements annually without qualification</i>	<i>* Center management and Boards * Other SO units</i>	<i>Ongoing review of progress during each year</i> <i>Status reports to Centers; Summary status reports in Quarterly IAU Activity Reports to Sponsors</i>	<i>Annual evaluation by Center management/ Boards; 5 yearly external quality assurance review</i>
Support and advice to Centers on the implementation and monitoring the GPGA Rehabilitation Initiative	<i>The IAU will, in collaboration with other SO units (especially CIO and CAS-IP) provide support and advice to assist Centers in their implementation and monitoring of GPG1 and GPG2 programs</i>	<i>Completed reviews in selected Centers as per Center medium term IA plans</i>	<i>Reviews help Centers ensure that GPG projects conform to donor requirements and public goods which benefit from upgrade efforts can be effectively used</i>	<i>* Center management and Boards * Center auditees * Other SO units</i>	<i>Tracking of assignment progress via IAU database</i> <i>Follow up reviews</i> <i>Status reports to Centers</i>	<i>Audit client evaluations; Annual evaluation by Center management/ Boards; 5 yearly external quality assurance review</i>
Undertake other Center audits and advisory services	<i>The IAU will provide independent, objective assurance and advisory services that add value, improve operations and help the Centers meet their business objectives</i>	<i>Completed annual work programs for each Center participating in the CGIAR internal audit consortium</i> <i>Achievement of audit services standards (see detailed 2005-2007 Business Plan)</i>	<i>Internal audit coverage and reporting provides reasonable assurance to Center management and Boards that all significant risk areas are being adequately managed and controls are adequately designed and effective, or (if not) are subject to improvement action plans.</i>	<i>* Center management and Boards * Center auditees</i>	<i>Tracking of assignment progress and service standard achievement via IAU database</i> <i>Periodic reviews of status of implementation of audit recommendations</i> <i>Activity Reports and Follow Up Status reports to Centers</i>	<i>Audit client evaluations; Annual evaluation by Center management/ Boards; 5 yearly external quality assurance review</i>
Lead CGIAR Internal Audit network	<i>The IAU will lead a network of internal auditors from all CGIAR Centers, to be a forum to learn and share best practices regarding internal auditing techniques, governance, risk management, internal control and accountability.</i>	<i>Maintain an active CGIARIANET discussion group; maintain and update the IA web pages in the CGIAR website; implement/maintain an IAU risk assessment and audit management database;</i>	<i>CGIAR internal audit function as a whole (IAU and Center IAs) is effective, efficient and adopts relevant good practice drawn from the global IA profession</i>	<i>* Center IAs * CGIAR webmaster (website support) * Editor/ publisher to advise on improving website presentation * CIAT ICT group (database support)</i>	<i>Internal quality assurance reviews</i> <i>Quarterly IAU Activity Reports to Sponsors</i>	<i>Annual evaluation by Board of Sponsors; 5 yearly external quality assurance review</i>

4. Organization and Governance

The IAU is a virtual organization: its “global head office” is hosted by IRRI Los Banos. The Unit also has staff hosted in other Centers.

Under an “11 Center Consortium scenario”⁸, for 2005-2007 the IAU organization will comprise 3 international level appointments (Director and Associate Directors) and 3 national level appointments:

- the Director, to be hosted by IRRI Los Banos, but (in the case of the current Director) also working from Sydney.
- two Associate Directors, one based in the Africa region (at ILRI Addis Ababa) and one in the Americas region (host Center to be determined)
- one Senior Internal Auditors based at IRRI Los Banos
- one Internal Auditor based at IRRI Los Banos
- one administrative staff member (at IRRI Los Banos)

An additional position of Associate Director based in Asia will be added if the consortium membership, and therefore the service coverage of the IAU, is further expanded.

IAU staff will be supplemented by experts on short term consultancies and cross-support from other Center internal auditors for specific assignments, where specialized or local expertise is desirable or where this is a cost-effective solution.

The main features of the IAU’s governance arrangements are:

- The IAU is a joint venture of participating Centers and the CGIAR Secretariat;
- The IAU is headed by an IA Director who reports functionally, in respect of client services, to the Boards of Trustees and Directors General of the participating Centers⁹, and to the CGIAR Secretariat Director, and the internal audit function is given organizational recognition as part of each Center’s governance structure. In response to the 2004 IA Quality Assurance Review, the IAU will work with each Center to ensure that an IA Charter meeting current good practice is in place.
- Day to day governance of the IAU is exercised by a Board of Sponsors comprising the senior staff members of the Centers to whom the IA Director reports administratively (as determined by their Directors General), and the Lead Financial Officer in the CGIAR Secretariat;
- The Board of Sponsors meets formally with the IA Director at least annually and on an interim basis during the year as needed to ensure smooth operation of the IAU;

⁸ At the time of preparation of this work plan summary, there were 11 Center members of the IA Consortium, but 2 more Centers have now applied to join from 2005.

⁹ Where the Centers have their own in house internal auditors, the reporting arrangements for audit coverage to the Boards of Trustees and Directors General will be agreed with these Centers and will generally be joint reporting arrangements.

- The audits of the IAU are confidential to the concerned Center, and specific details of results are not disclosed to other parties, including other members of the consortium, without specific approval of the Center. Appropriate arrangements are made to ensure this requirement will be observed in the preparation of any reports of generic lessons and good practice prepared by the IAU.
- The IAU plans and reports administratively to the Board of Sponsors in formats compatible with integrated planning and reporting at the SO level. The IAU participates, as an SO component, in SO meetings in which overall results and plans of the SO units are presented, and in processes for the preparation of integrated plans, reports and evaluation activities at the SO level.

5. Finance

Under the “11 Center Consortium scenario”, with IRRI and WorldFish contributing extra for additional services in lieu of their own in-house internal audit function, the participants will contribute the following shares of the IAU budget in 2005:

a) base contributions –

CIAT	\$35,000
CIFOR	35,000
CIMMYT	35,000
CIP	35,000
ICARDA	35,000
ICRAF	35,000
IFPRI	35,000
ILRI	35,000
IPGRI	35,000
IRRI	70,000
IWMI	35,000
WARDA	35,000
WorldFish	70,000
CGIAR Secretariat	<u>120,000</u>
	645,000

b) (b) contributions from System-wide programs (2005):

	12,000
Total of (a) and (b) – 2005	657,000

The Science Council Secretariat – Summary Work Plan 2005

1. Introduction

The Science Council Secretariat – formerly the TAC Secretariat – began functioning with the establishment of the Science Council (SC) in 2004. The Secretariat is an original central component of the CGIAR System, established when the CGIAR began operation.

2. Objectives

The objective of the SC Secretariat is to facilitate the work of the Science Council, by providing scientific, institutional, administrative and logistical support in all the four major functions of the Science Council: (i) Ensuring relevance of science; (ii) Enhancing the quality of science; (iii) Assessing impact of CGIAR research; and (iv) Mobilizing global scientific and technical expertise.

3. Activities and planned outputs for 2005

3.1 Strategic Planning and Development

Supporting SC Chair's leadership of the SC

⇒ *Briefing and follow-up notes and correspondence, SC meetings*

Support to Standing Panel on Priorities and Strategies (SPPS) Chair and members

⇒ *Facilitate planning, organizing and conduct of SPPS studies; prepare briefings and documentation for SPPS meetings; draft minutes of SPPS meetings and SPPS reports*

Planning System level priorities and strategies

⇒ *Planning System level priorities & strategies facilitated, and report disseminated*

Conducting perspective studies on System priorities

⇒ *Perspective studies on IP, food safety facilitated, animal and fish genetic resources, and a feasibility study of poverty mapping for priority setting facilitated, and reports disseminated*

Support to Standing Panel on Mobilizing Science (SPMS) Chair and members

⇒ *Facilitate planning and conduct of SPMS meetings; draft minutes of SPMS meetings and SPMS reports*

Preparation of the annual report on global agricultural research

⇒ *Preparation of the annual report facilitated*

Contribution to CGIAR Task Force work

⇒ *Assistance of SC in the Africa Task Force*

Support to Standing Panel on Mobilizing Science (SPMS) Chair and members

⇒ *Facilitate planning and conduct of SPMS meetings; draft minutes of meetings and reports*

Implementation of the mobilizing science strategy

⇒ *Preparation of mobilizing science task force and strategy facilitated*

Mobilization of global scientific partnerships

- ⇒ *Implementation of a strategy for the mobilization of the global scientific partnership facilitated*

3.2 Monitoring and Evaluation

Support to Standing Panel on Monitoring and Evaluation (SPME) Chair and members

- ⇒ *Prepare documentation for SPME meetings; facilitate SPME communication and information sharing; Prepare minutes of SPME meetings and sections to SC reports to AGM*

Support to Standing Panel on Impact Assessment (SPIA) Chair and Members

- ⇒ *Facilitate planning, organizing and conduct of SPIA studies; prepare briefings and documentation for SPIA meetings; draft minutes of SPIA meetings and SPIA Reports to the SC and AGM*

Implementation of New M&E Process

- ⇒ *Assistance to SC in development of new TOR for EPMR and Guidelines for CCER; Facilitation of transition into new Centre M&E System*

Support the development of a Performance Measurement System for the CGIAR

- ⇒ *Input to SC work to develop performance measurement indicators and reporting guidelines for programmatic indicators*

Planning and organizing evaluation of the CGIAR research agenda

- ⇒ *Input to SC's work on preparing MTP assessment framework and guidelines, appointment of consultant, preparation and dissemination of final documents*

Organizing and implementing SC-commissioned external evaluation of Centres

- ⇒ *IFPRI and CIMMYT EPMRs: Assist EPMR Panel during Main Phase, assist SC in commentary preparation, printing and dissemination of report; CIFOR, ICRAF, ICLARM EPMRs: Assist SC in Panel selection, appointment and briefing; support Panel during Initial phase; IWMI, ICARDA, ILRI EPMRs: Assist SC in planning*

Organizing and implementing SC-commissioned external evaluations of SWP

- ⇒ *Support to panel, preparation and dissemination of report for the external review of ASB SWP*

Monitoring and evaluation of CPs

- ⇒ *Assistance to SC on monitoring SSA CP implementation*

Organization and implementing SC-commissioned System-level impact assessments

- ⇒ *Facilitate selection and hiring of SPIA study consultants/panels; briefings and correspondence with panels and CGIAR Centers involved; technical and logistic backstopping; publication of completed reports; oversight to the studies*

Strengthening capacity of Centres to assess impacts on poverty

- ⇒ *Facilitate interactions between SPIA members and case study leaders for the NRM research impact assessment studies: planning SPIA Workshop for May/June to report cases*

Developing a 'CGIAR Impacts' information web-page in collaboration with CGIAR Centres

- ⇒ *Upgrade site content and design; develop short "Briefs" of key system-level and centre impact assessments; update the ex-post IA bibliography and screen new submissions; encourage Centre submissions*

3.4 Communication and Resource Mobilization

Develop and maintain program and project database

⇒ *Contribution to establishing an online MTP logframe reporting system*

3.5 Management Services

Organizing Science Council meetings, including document preparation

⇒ *Logistical organization of SC meetings in May and September, design of meeting agenda, EOM report*

Developing and maintaining SC databases and roster of peer reviewers

⇒ *Support to SC in managing a peer reviewed roster; Contribute to linking the roster to the CGIAR Central database*

Developing and maintaining SC website and document collection

⇒ *Update the SC web site in its new design*

Assisting the SC Chair in coordinating SC Activities

⇒ *Input to SC Chair's planning of SC meetings in May and in September*

Preparing documentation for CGIAR meetings

⇒ *Preparation, printing and distribution of SC meeting documents for CGIAR meetings*

Facilitating liaison and communication between SC and Centres

⇒ *Assist SC in developing links with Centres*

Liaising with FAO on administrative and technical aspects of SC

⇒ *Administrative operations completed; FAO expertise input to SC Secretariat work received*

4. Organization and Governance

The SC Secretariat is hosted in the Sustainable Development Department. The Secretariat is headed by the Executive Director of the Science Council (Ruben Echeverria). The Secretariat has a 4-person complement of professional staff (Amir Kassam on sick leave, Timothy Kelley, Sirkka Immonen and a vacant position to be filled early in 2005) and 5 support staff equivalents. The Secretariat is governed by the Science Council, and is bound by the rules and regulations of the host institution.

5. Finance

The cost of the SC Secretariat operations (including salaries and other expenses of staff) are shared by CGIAR co-sponsors. Both budget administration and administrative offices are provided by FAO in Rome.

6. Performance Assessment

Performance will be assessed in 2005 via:

⇒ *Annual assessment submitted to FAO*

⇒ *Annual assessment submitted to SC Chair*

Strategic Advisory Service on Human Resources

The detailed work plan is pending until the recruitment of a new SAS-HR Director is completed.